



**PROSPER**  
**PORTLAND**  
Building an Equitable Economy

**DATE:** November 8, 2017  
**TO:** Board of Commissioners  
**FROM:** Kimberly Branam, Executive Director  
**SUBJECT:** Report Number 17-46  
Five-Year Update on the Neighborhood Prosperity Network

#### **BRIEF DESCRIPTION OF INFORMATION ITEM**

No action requested; information only.

The Neighborhood Prosperity Network (Network) is a Prosper Portland program designed to support social equity-based, community economic development at the neighborhood level. Prosper Portland provides grants to support administration, operations, district-wide promotions, technical assistance for organizational development, and physical district improvements (storefront improvements, benches, art installations, lighting, etc.). In addition, Prosper Portland staff provides mentorship and resource connections and acts as thought partners with district managers to help drive community and Network goals forward. Led by a board of community members, each of the eight Network partners plans and implements initiatives and projects that deliver on community-defined economic priorities in the district. The following five-year update outlines the Network's history, goals, accomplishments, lessons learned, and future needs.

#### **STRATEGIC PLAN ALIGNMENT AND OUTCOMES**

The Network delivers on key components of Prosper Portland's 2015-2020 Strategic Plan objectives, including: 1) creating a more equitable city by strengthening public/private partnerships with community-based organizations and building their capacity to drive economic development, and 2) increasing equitable opportunities that foster wealth creation within communities of color and low-income neighborhoods.

To ensure that program benefits are shared by all community members, each district is guided by a District Equity Strategy which addresses leadership, outreach, and the distribution of resources.

#### **BACKGROUND AND CONTEXT**

**History.** On June 10, 2009, through Resolution No. 6714, the Prosper Portland Board endorsed the Portland Economic Development Strategy – A Five Year Plan for Promoting Economic Growth and Job Creation, which included a directive to “stimulate neighborhood business vitality.” Shortly thereafter, Prosper Portland launched the Portland Main Street Program, based on the National Main Street model to drive community revitalization. Two of the three initial Main Street commercial districts, Alberta Main Street and St. Johns Center for Opportunity, remain a part of the Network, both within the boundaries of the Interstate Corridor Urban Renewal Area (URA).

On May 11, 2011, through Resolution No. 6869, the Prosper Portland Board endorsed the City of Portland Neighborhood Economic Development Strategy (NED Strategy), further clarifying steps to foster economic development in Portland's neighborhoods. The NED Strategy recognized that compared to other cities its size, Portland lacks capacity in community-based organizations that focus on economic development. In response to the challenge of delivering on the charge to invest in community-based economic development, the Prosper Portland Board, through Resolutions No. 6924 – 6931, authorized creation of the Neighborhood Prosperity Initiative Program (NPI), a ground-breaking, innovative program which created six micro urban renewal areas (URAs) focused on neighborhoods with higher poverty rates, lower incomes, lagging commercial investments, and higher concentrations of minority-owned or minority-serving businesses. Six communities were invited to participate in this community-driven approach, by committing to creating community leadership through a board of directors, hiring a district manager, and supporting the organization's expenses through fundraising.

The Network has a higher-than-average household size and lower-than-average household income compared to the City's average (currently, the average household income for these neighborhoods is \$18,000 less than City-wide). Districts in the Network are also more ethnically diverse than the City; for example, Network communities have a seven percent higher population of those identifying as of Hispanic origin than the City. Network community members have a significantly lower education level, presenting challenges for these communities to achieve high-quality employment.

Acknowledging that the NPI Program and Portland Main Street initiatives are largely similar and have complementary objectives, on May 23, 2012, the Prosper Portland Board, through Resolution No. 6944, approved Commercial Corridor Business Development Program Guidelines, effectively combining the NPI Program and Portland Main Street Program into the Neighborhood Prosperity Network of the following eight community partner organizations that are working to foster economic development (see maps of Network Districts, Attachment A):

1. Alberta Main Street
2. Cully Blvd Alliance
3. Division-Midway Alliance
4. Historic Parkrose
5. Jade District
6. Our 42nd Avenue
7. St. Johns Center for Opportunity
8. The Rosewood Initiative

Traditional URAs created by Prosper Portland and approved by Portland City Council average well over 500 acres and rely on long-term debt to catalyze large-scale capital improvements. For example, the Gateway Regional Center URA is approximately 658 acres, the Lents Town Center Urban Renewal Area is 2,846 acres, and the Interstate Corridor Urban Renewal Area is 3,991 acres. By contrast, the NPI URAs are between 108 and 165 acres to support small-scale capital improvements, to enable community members to determine and deliver on these improvements, and to use the tax increment financing (TIF) revenue without encumbering long-term debt.

With targeted objectives, the NPI URAs were each established to achieve \$1,250,000 in maximum indebtedness generated over a period of ten years. Acknowledging the community economic development objectives of the NPI Program, City Council approved an exemption to the Tax Increment Set Aside for Affordable Housing for each of the URAs, allowing more of the TIF resources to flow to the NPI districts. Likewise, Multnomah County and the City of Portland agreed to contribute their portions of revenue sharing back to each of the districts. All of these critical commitments provided limited, but

much-needed capital for each of the districts through TIF, complemented by critical general fund revenue to support operations.

A unique feature of the Network districts is that they are not led by staff, but rather by community groups that have partnered with Prosper Portland and the City to build a strong community-led economic development platform. The Network is based on a community-driven self-help model where stakeholders from the commercial district and surrounding service area organize into a non-profit organization, raise funds, hire a salaried district manager, complete physical improvements, develop marketing initiatives, and pursue other efforts to improve economic conditions in the district. District fundraising efforts supplement Prosper Portland grants, technical assistance, and other public sector support, resulting in a closely aligned public-private partnership to revitalize each district.



Prosper Portland provides annual financial assistance to each organization in the form of grants. Funding for these grants come from the City General Fund, TIF generated from the URA, and other public sources, including the Enterprise Zone Business Development and Workforce Training Fund. The grants are subject to annual budget appropriation and availability of funds, include the following:

- **Administration and Operations Grant (up to \$50,000)** helps fund the District Manager position and office expenses;
- **Promotion, Marketing, and Branding Grant (\$3,000** which must be matched by the district) funds projects, activities, or events that will increase the visibility of the district;
- **District Improvement Grant (based on available budgeted TIF)** funds physical improvement projects within the URA. Eligible expenses include but are not limited to: signage, lighting, tenant improvements, property acquisition with the goal of property improvements, and new construction;
- **Technical Assistance Grant (up to \$8,000)** funds activities to build organizational capacity and strengthen the skills of board and steering committee members. Technical assistance funds can be used for activities such as staff and board member development, translation and legal services, and fundraising coordination; and

- **Revenue Share Grant (based on available budget)** funds projects and activities that support the goals of the district. Eligible expenses include the following: TIF-eligible activities, business technical assistance, working capital assistance, place-making improvements and maintenance, building capacity and community organizations, district marketing and branding, direct and indirect business expenses (available for only NPI URA districts).

In addition to financial resources, Prosper Portland provides ongoing technical assistance to each organization in the form of staff support, program monitoring, training opportunities, and marketing.

**Goals.** The Network embodies a community-driven, self-help model where stakeholders from the commercial district and surrounding service area organize a non-profit organization, raise funds, hire a salaried district manager, complete physical improvement projects, develop marketing initiatives, and pursue other efforts to improve economic conditions in the district. Districts leverage Prosper Portland grants and staff support through building rental fees, program income, and traditional fundraising efforts. The primary goals of the NPI Network are to:

- Ensure that under-represented communities have a voice and actively participate in public process;
- Strengthen existing businesses;
- Increase the number of jobs;
- Connect residents to employment opportunities;
- Stabilize the commercial district with diverse and community-serving businesses;
- Fill vacant commercial spaces or facilitate the creation of additional spaces; and
- Increase the visibility and attractiveness of district.

**Accomplishments.** The Network's significant work has been to create and stand up new community economic development organizations within the City. Major accomplishments for each Network district include:

- Created new or collaborating with existing 501(c)3 organizations to administer the economic development activities
- Hired full time District Managers
- Established community mission, vision, and strategic plans
- Engaged community and businesses with large events that highlight the activities of the district
- Conduct fundraising
- Aligned business technical assistance and workforce infrastructure within the districts.

Each community has programmed the use of the TIF funds to respond to the community's needs. In the last five years, \$785,178 of TIF funds have been utilized by the Network to provide exterior and interior physical improvements, signage and lighting, murals, community plazas, street furniture, and predevelopment/feasibility grants. A lengthy yet partial list of district accomplishments is attached to this report in Attachment B.

***Jobs & Community Resources.*** These successes would not be possible without leveraging additional resources and the contribution of volunteer time from the community and business members within each community. In the last five years, the following resources have helped support the Network's goals:

	Community Investment from 2011-2016
Volunteer Hours	137,398
Non-Prosper Portland Revenue	\$2,752,616
In Kind Donations	782,692

The following data details the business and job creation within the Network districts over the last five years:

	2011	2015	Five year change
Businesses in Network	709	859	150
Jobs in Network	5916	7,011	1,095
Income created	\$151,809,262	\$205,447,258	\$53,637,996

*Workforce Navigator Program.* In response to Network district managers highlighting the need to assist community members to access employment, Prosper Portland piloted the Workforce Navigator Program. The Workforce Navigator Program is a neighborhood-based initiative designed to help unemployed and underemployed residents in the NPI Network service areas connect with immediate employment and workforce training opportunities. The program is administered through community partners/workforce providers with a dedicated staff person (known as a workforce navigator) working in a targeted geography. The full-time staff person is knowledgeable in existing and new workforce development services and will steer residents to appropriate services through relationships with the client. The goal of this initiative is to improve access to appropriate workforce development services and ultimately to increase the income and employment prospects of low-income residents. Residents in the service area who are unemployed, underemployed, low income, people of color, immigrants/refugees and/or have English as a second language are the target population. Currently, workforce navigators are working in Our 42<sup>nd</sup> Avenue/Cully Boulevard Alliance and Jade District/Division-Midway Alliance. Prosper Portland and Worksystems Inc staff are exploring expanding this program to the other Network districts.

*Community-Led Property Development – NPI Opportunity Fund.* In response to another issue highlighted by the Network, Prosper Portland created a loan product that helped fill the gap in funds to capitalize on property transfers from which there could be community benefits. On February 10, 2016, the Prosper Portland Board through Resolution No. 7164 approved program guidelines for the NPI Opportunity Fund to facilitate a limited number of catalytic, community-driven, public-benefit development projects within or immediately adjacent to Portland’s six NPI districts. The NPI Opportunity Fund, which was capitalized with \$870,000 in City General Funds resources, provides financial assistance for property acquisition and predevelopment.

In May 2016, Our 42nd Avenue successfully purchased a property in its district with assistance from the NPI Opportunity Fund and Albina Community Bank. The purchase of the property allows Our 42nd Avenue to work with the community to derive inclusive economic opportunity for community members. To manage the holding costs while negotiating the final ownership and use of the property, Our 42nd Avenue temporarily filled the property with priority-population community-owned businesses. Currently negotiations are underway with a community-owned business to purchase the building, and many of the current tenants will likely remain in the space.

The NPI Opportunity Fund helps fill the gap to access capital for purchasing property, but the transfer of property is not always the goal. When property owners wish to develop their property, they often need flexible funds to ensure the property can support affordable commercial spaces. Therefore, additional funding is needed to assist district managers to negotiate public benefits responsive to community needs.

*Community Building.* The eight districts have strengthened community-led economic development capacity/infrastructure in Portland by cultivating a knowledgeable community that advocates for and informs city bureaus of its needs. This occurs through intentional relationship building, board meetings, community and business gatherings, and large community events. Network districts have become anchors for their communities and are considered a resource for outreach efforts when bureau staff are planning and implementing projects in and near the districts.

**Lessons Learned.** The Network is an innovative economic development model that works to ensure that each community drives the economic impacts for its neighborhood. This significantly pivots Prosper Portland and the City of Portland’s process of implementing Community Economic Development activities. Creating this new model and ensuring that those who benefit from resources are the intended recipients requires continued adjustments. Several key lessons learned through the years are as follows:

- **Economic development is more than just physical improvements:** When Prosper Portland launched the NPI Network, the initial focus of community-led economic development was on business development, commercial property development through community relationship building, and community organization development. The Network quickly revealed that employment opportunities for community members to help stabilize their lives was a priority.
- **Each district needs a tailored approach:** Each community must identify what their priorities are prior to developing programming. In addition, it is necessary for public partners to recognize that communities will create programming differently than an systematic program created by the public sector.
- **Relationships are critical:** The creation of a new government program does not immediately guarantee buy-in or trust from the community. It takes time to build trust and a collaborative relationship.
- **Multicultural, multilingual competency is essential:** It is necessary to communicate in the community members’ language and understand the cultural nuances in order to serve the population.
- **Local fundraising is challenging and time-consuming:** The NPI areas were selected because they are some of the most economically depressed areas in the city. Therefore it is difficult for the surrounding community members to financially support the activities, but they are certainly supporting by volunteering time.
- **Access to capital is necessary to incentivize community benefits:** The micro URAs’ tax increment of \$1,250,000 for physical improvements over a ten-year timeframe is not enough to incent and support community-focused projects.
- **Public/Private Partnerships:** Public investments have been made in the districts by a number of public partners, including Metro’s Transit Oriented Development investments and Bus Rapid Transit planning, the City Bureau of Development Services’ creation of the Portland Local Action Plan, TriMet’s planning and implementation of the Division Transit Project, and Portland Bureau of Transportation’s Multi-Modal safety project. All of these partners have connected to the Network districts to support their outreach efforts. The districts’ work has ensured that engagement efforts have taken place in an equitable and inclusive manner.

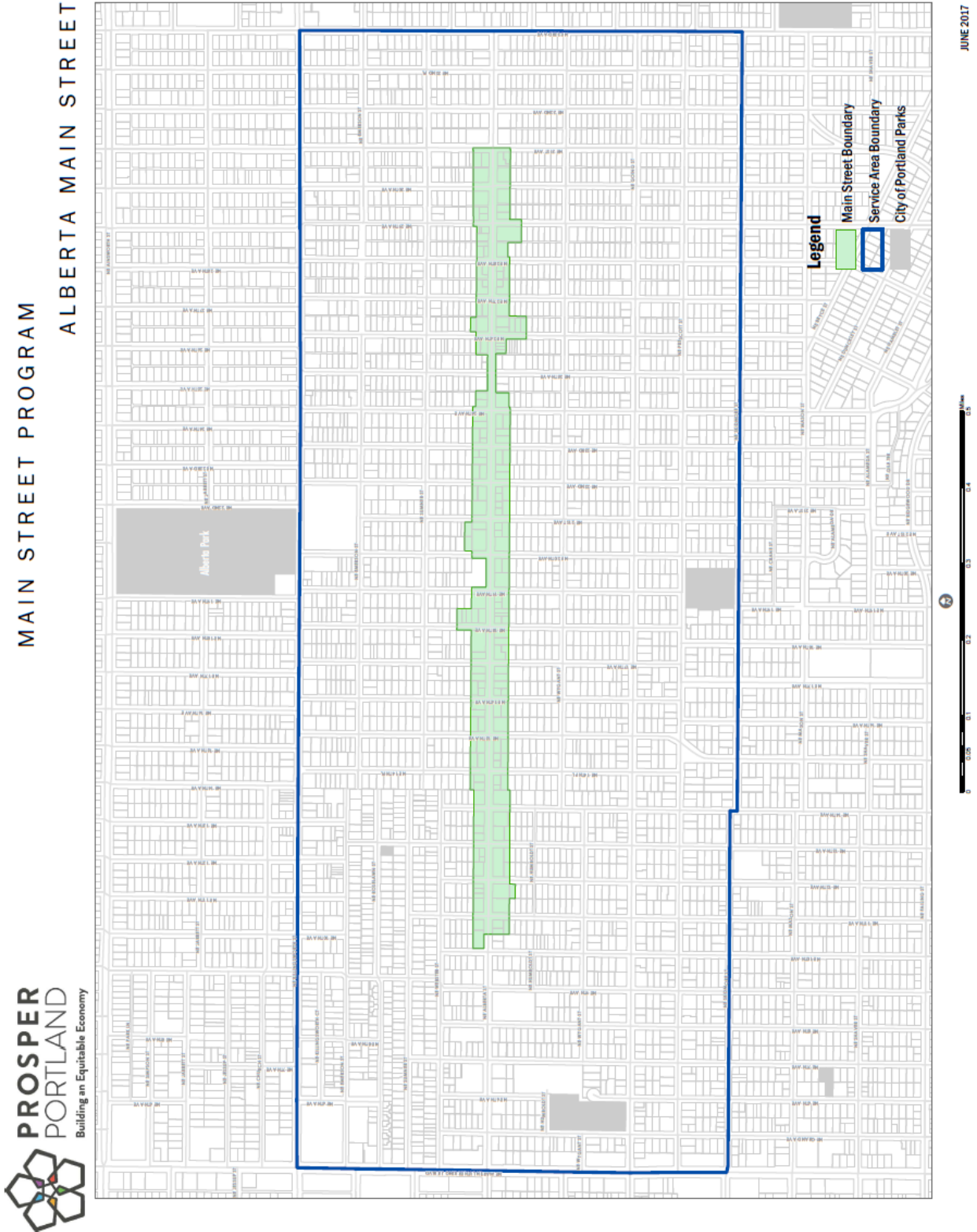
**Future Needs.** The increase in real estate values and lease rates across the metro area has created commercial and housing affordability challenges, resulting in the displacement of both businesses and residents. The Network utilizes community benefits agreements to incentivize developers; districts have also identified the need to purchase and control property in order to have a real impact on mitigating displacement. The Network is currently grappling with the impact of these market pressures and has advocated for additional tools and funding to mitigate these issues.

### **EQUITY IMPACT**

The foundational principles of the Network are equity and inclusive economic development. Prosper Portland has created a community-driven economic development program which allows those closest to the issues to create solutions that meet the needs of the community. In particular, communities that have been historically underserved and underrepresented are an integral part of the transformation of their neighborhoods. Community members and business owners benefit directly from the district investments through programs or through key leadership roles on boards, committees and/or outreach activities or events.

### **ATTACHMENTS**

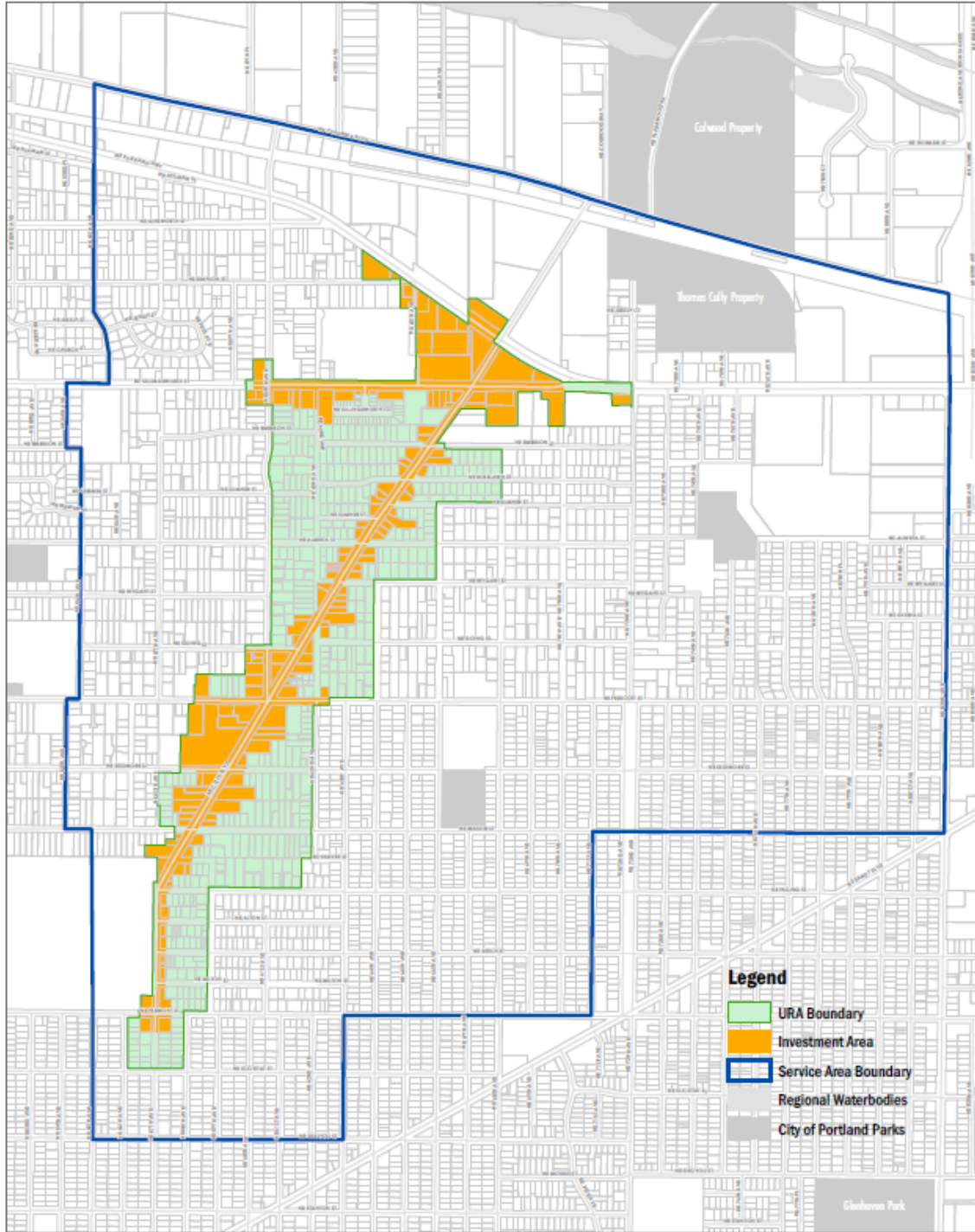
- A. Network and Individual District Maps
- B. District Accomplishments







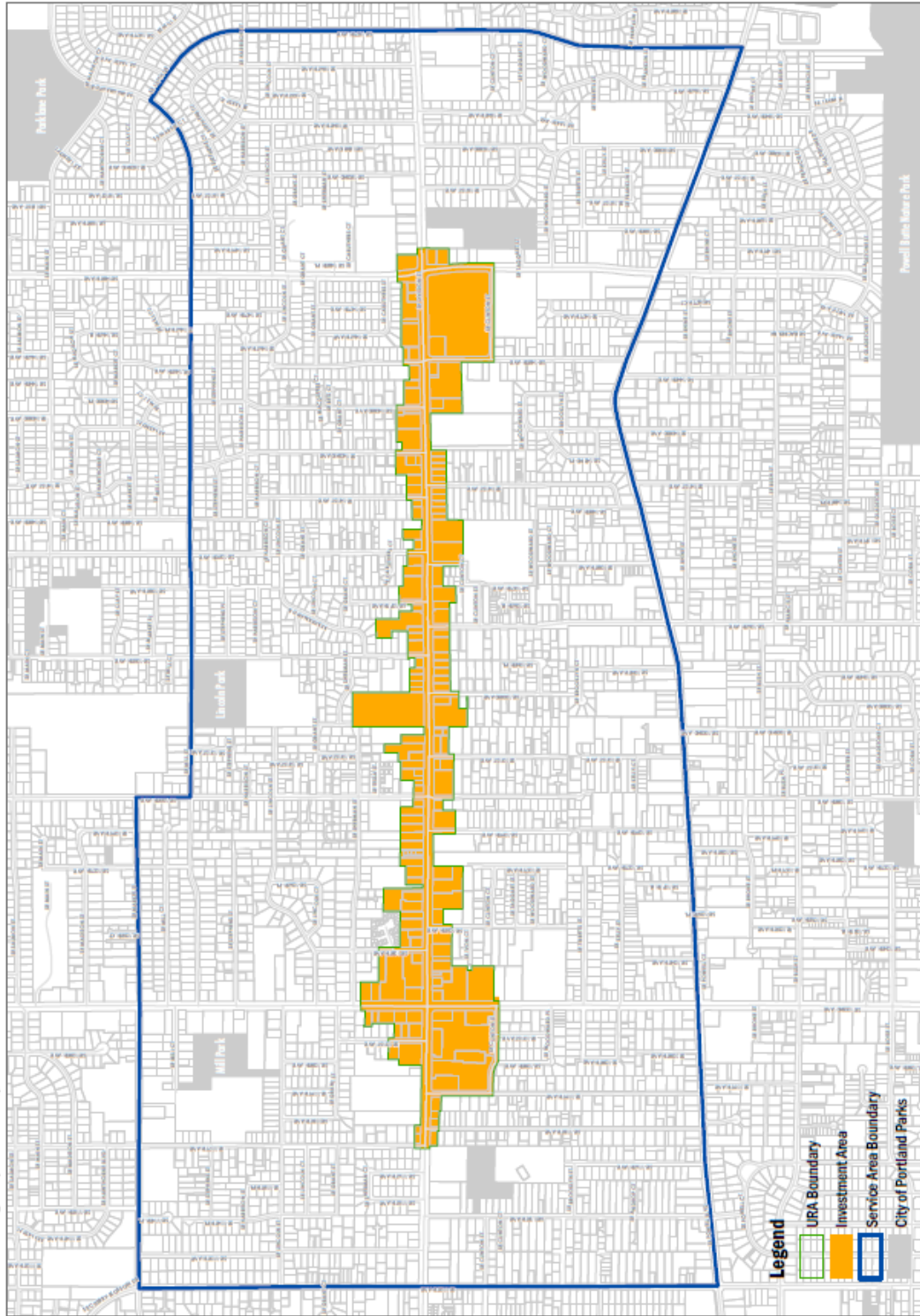
# NEIGHBORHOOD PROSPERITY INITIATIVE CULLY BLVD ALLIANCE



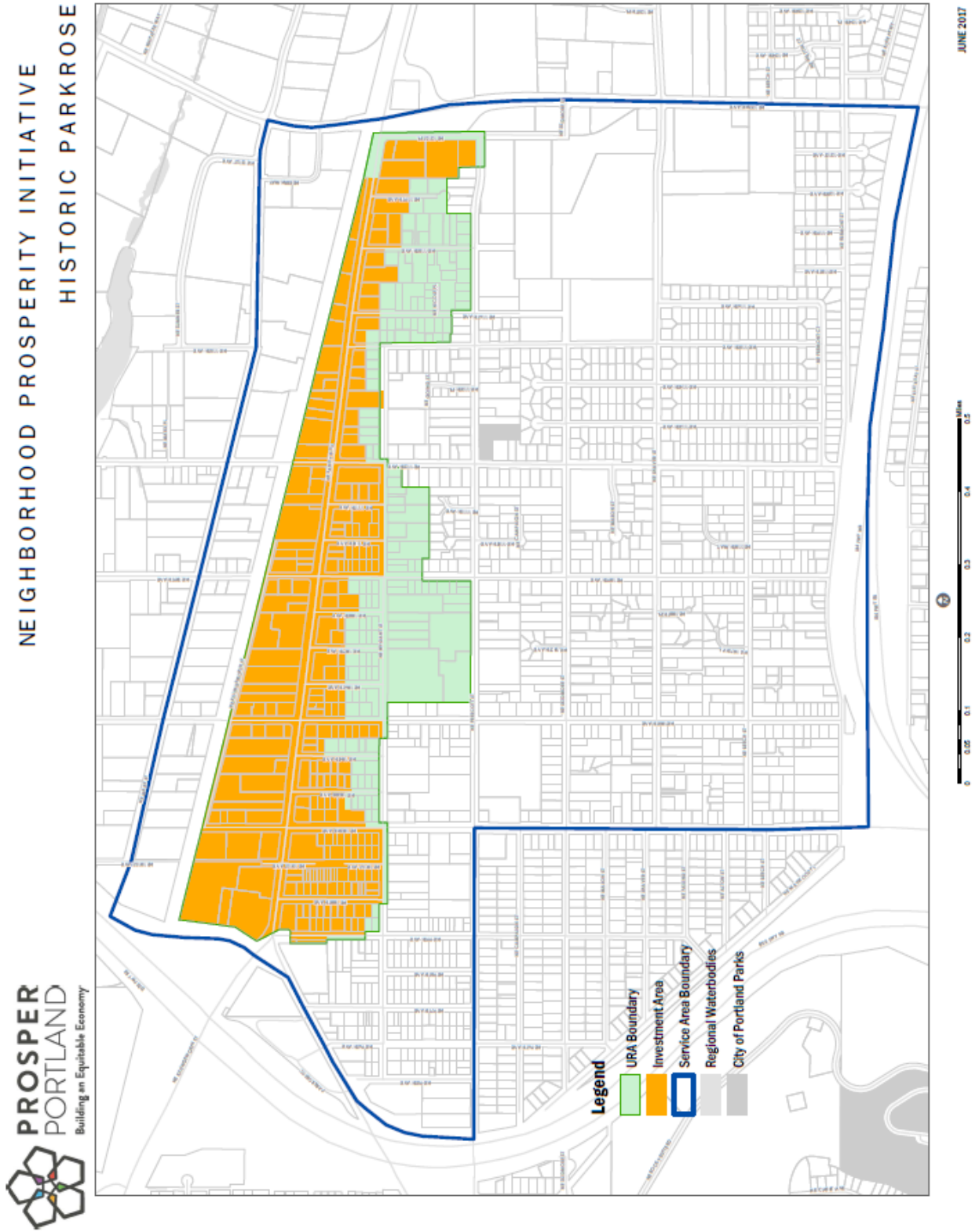
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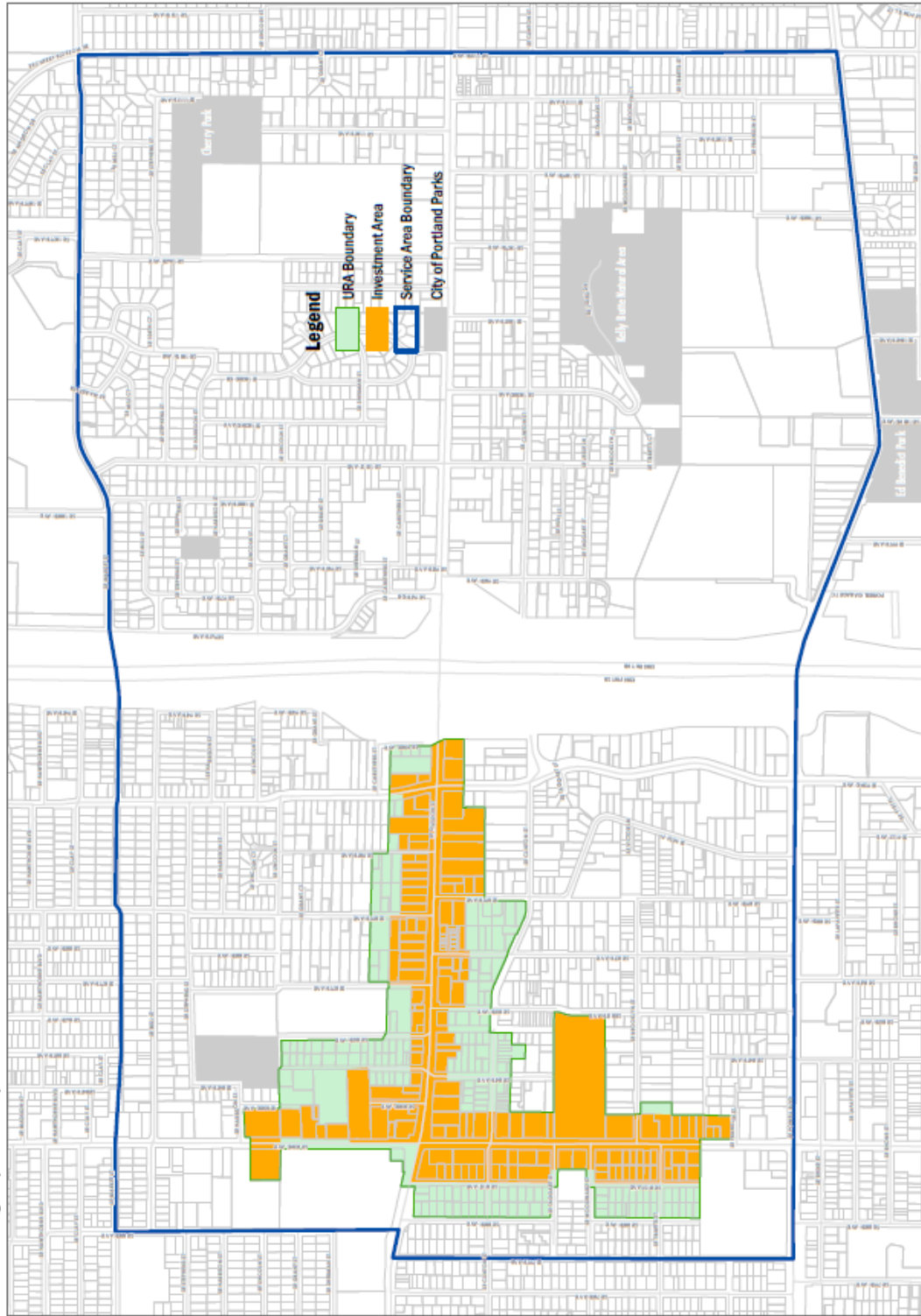
NEIGHBORHOOD PROSPERITY INITIATIVE  
DIVISION MIDWAY ALLIANCE



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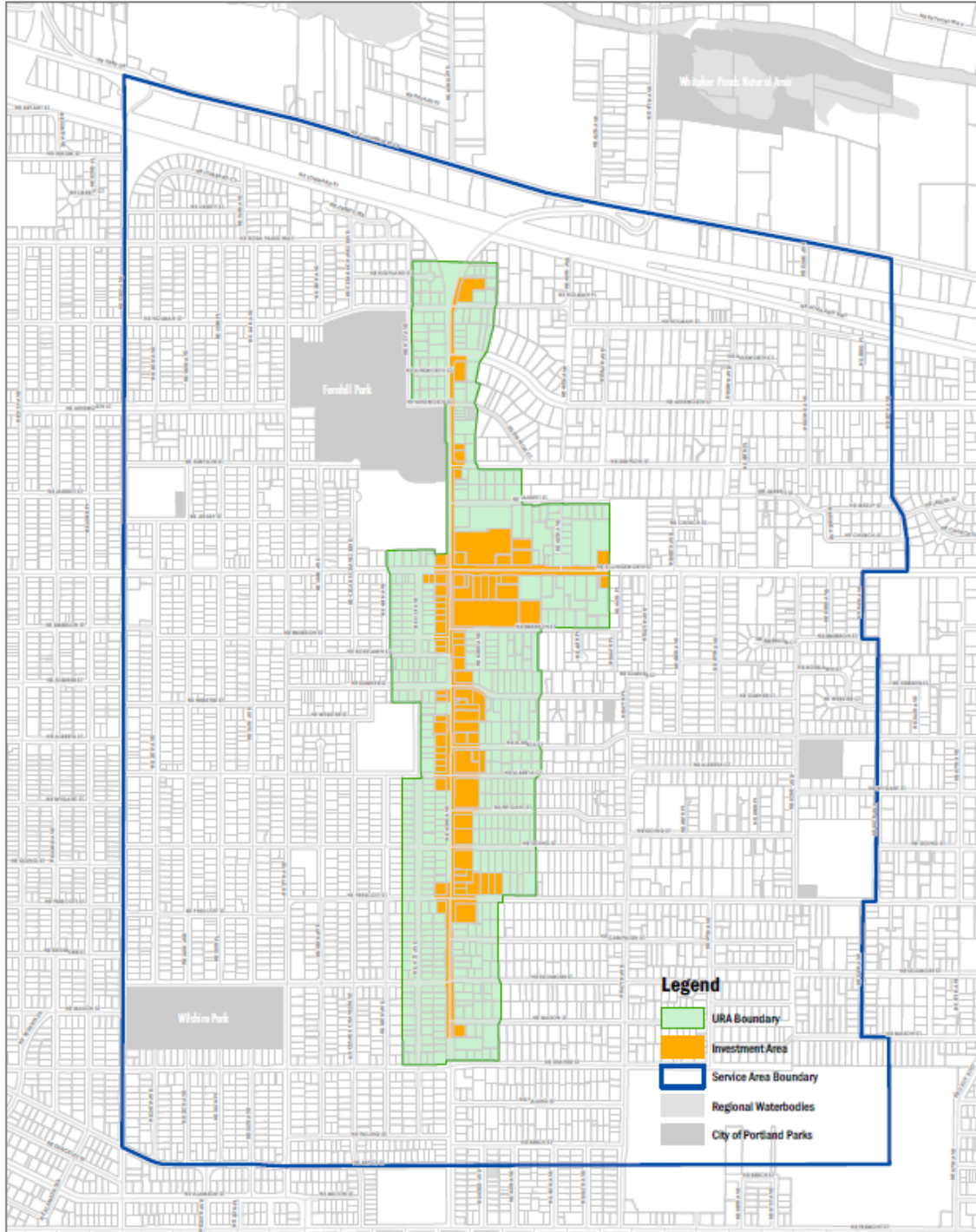
NEIGHBORHOOD PROSPERITY INITIATIVE  
JADE DISTRICT



JUNE 2017

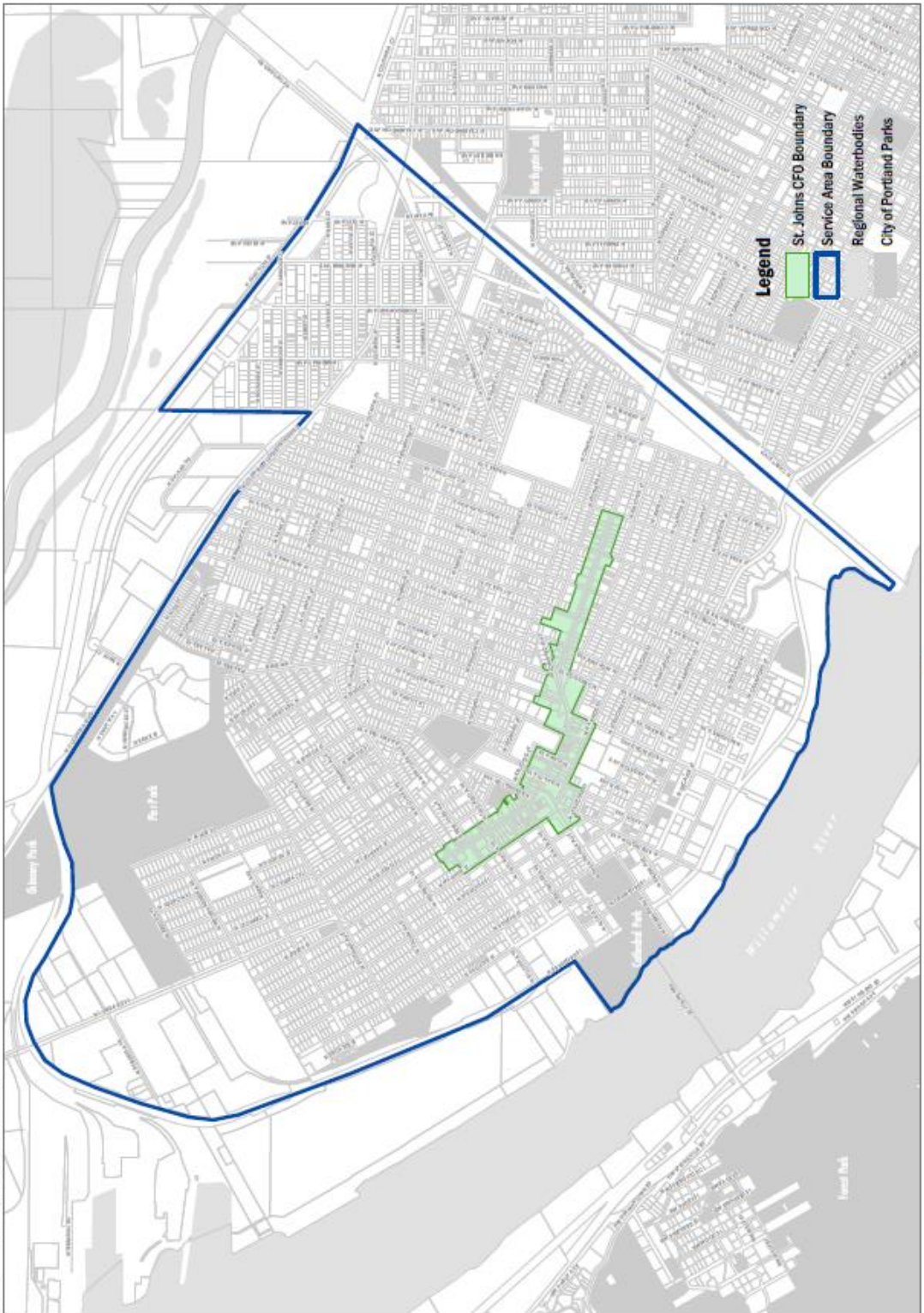


# NEIGHBORHOOD PROSPERITY INITIATIVE OUR 42ND AVENUE



JUNE 2017

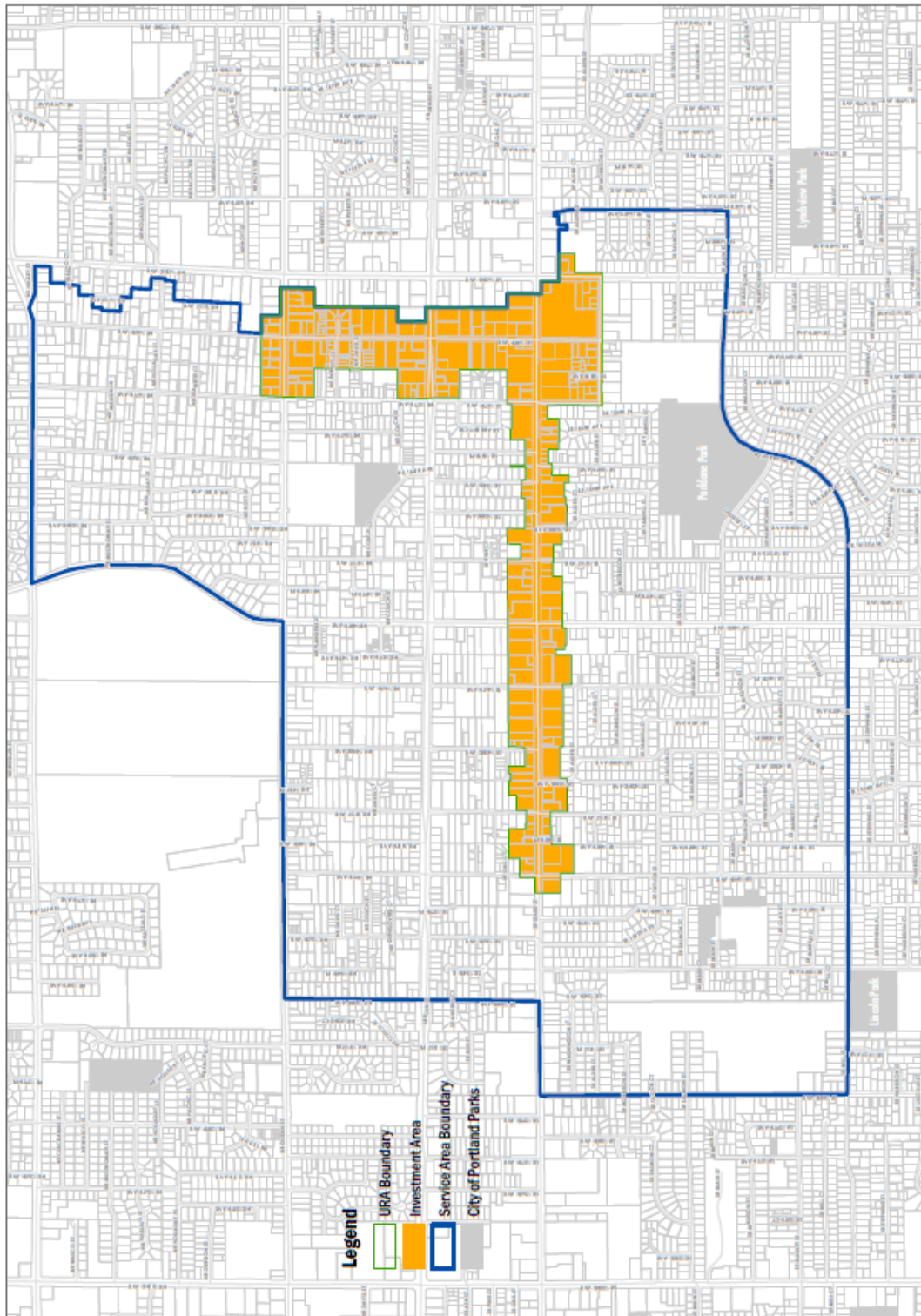
ST. JOHNS CENTER FOR OPPORTUNITY



JUNE 2017



NEIGHBORHOOD PROSPERITY INITIATIVE  
THE ROSEWOOD INITIATIVE



JUNE 2017

0 0.05 0.1 0.2 0.3 0.4 0.5 Miles

**Five Year District Accomplishments**

District	
Alberta Main Street	<ul style="list-style-type: none"> <li>• Hosts business seminars and business mixers within the district. Seminars are well attended and topics are focused on issues that affect small businesses and property owners.</li> <li>• The 20th Annual Alberta Street Fair was attended by approximately 25,000 people, supported by over 138 volunteers and brought in more than \$50,000 of gross income.</li> <li>• Launched a successful fundraiser with sales of a card deck called Only on Alberta. The card deck contains 54 drawings by local artist depicting Alberta business, landmarks and community members.</li> <li>• Hosts annual Earth Day cleanup. In 2017, 516 volunteer hours were spent removing 1,950 pounds of litter from the district</li> <li>• Implemented a successful mini-grant program which allowed property owners and businesses to make small scale improvements.</li> <li>• The district design committee partnered with AIA Portland and PBOT to place two award winning street seats on NE Alberta.</li> <li>• Alberta Main Street hosted its fifth annual Trick or Treat Alberta Street. The event drew over 750 trick-or-treaters to over 75 participating Alberta Street businesses. This free community event began as a way to provide a safe Halloween experience while helping promote local businesses and create a sense of community.</li> <li>• Secured funding to implement historic makers projects throughout the district</li> <li>• Alberta Street gateway art signage dedication took place in April 2015. The gateway signage was installed at 11th and 31st avenues.</li> </ul>
Cully Boulevard Alliance	<ul style="list-style-type: none"> <li>• The Cully Blvd Alliance (CBA) is a project of NAYA, and NAYA provides staff and financial support to the work in Cully.</li> <li>• CBA steering committee members have created operational roles and responsibilities to effectively communicate activity within the organization as well out into the community.</li> <li>• Collaborated with Our 42nd Avenue on the annual Fall Harvest Festival.</li> <li>• New CBA Logo Project: CBA commissioned a local graphic artist, to work with community members to develop a new logo design that reflects the unique character of the community.</li> <li>• Youth Visioning Project: CBA commissioned another local artist, to work with local children on a Youth Visioning Project as part of CBA’s place making efforts. More than 30 children participated in the project attend the Community Transitional, a school serving homeless children and children in foster care.</li> <li>• Banners: 20 banners were designed, 12 of the banners display artwork from the youth visioning project, and 8 banners have the logo with the tag line “Community and Business”. The banners are doubled sided in Spanish and English and are planned to be installed later this month.</li> <li>• Completed two rounds of Storefront Improvement Mini-Grants providing 13</li> </ul>



	<p>businesses in the district with business technical assistance (TA) offered to all applicants for the second round of grants and 3 of the 6 businesses participated in MESO’s TA services.</p> <ul style="list-style-type: none"> <li>• Provide quarterly reports to CAN Newsletter Editor with updates on existing and new businesses in the CBA NPI district. The newsletter is mailed to more than 1500 households in Cully.</li> <li>• Provided a \$15,000 pre-development grant to the Living Cully Collaborative to assist in due diligence to purchase the Sugar Shack and blighted strip club in the Cully neighborhood.</li> <li>• CBA overhauled and relaunched the CBA website with the help of a community member who provided technical support.</li> <li>• Co-Hosted a community engagement session with Living Cully collective on economic development desires around the Cully Park and along the Cully Blvd, where 60 people attended.</li> <li>• Coffee with a Cop: Outreach event to engage community members, particularly those of color, with neighborhood response team to address community concerns and build relationships. Three Saturday morning Coffee with a Cop events were held at Bison Coffee House during the third quarter in 2017. Approximately 60 people attended each event with patron walk-ins of more than 180 participants by way of coincidental exposure.</li> <li>• The 2017 Cully Earth Day Cleanup, an annual neighborhood event was sponsored and organized by the Cully Boulevard Alliance for the first time this year. Served 264 households who brought tons of materials to be reused, recycled, and safely disposed.</li> <li>• CBA participated in successful advocacy effort for 47<sup>th</sup> Avenue Local Improvement District, a \$6 million dollar full street improvement including separated pedestrian and bike lanes on freight route through Cully that is nearing completion.</li> <li>• CBA actively participates in Vision Zero community organizing to identify critical pedestrian safety needs particularly related to accessing district businesses.</li> <li>• CBA staff and steering committee developed strategic plan priorities, objectives, action plans and intentional language in a continued effort to formalize a shared vision of the district, CBA goals and future direction of the organization.</li> <li>• CBA participated in multiple community engagement activities to broaden awareness of CBA’s presence in the community including National Night Out annual community building event at the Living Cully Plaza site.</li> </ul>
<p>Division-Midway</p>	<ul style="list-style-type: none"> <li>• Developed district branding, launched website and held community visioning sessions to create a roadmap for implementation of the district work.</li> <li>• Organized the annual trash and graffiti clean-up for the last five years in partnership with the Powellhurst Gilbert Neighborhood Association. These events are supported by over 30 volunteers each year and over 100 neighborhood households participating.</li> <li>• Hosted fourth annual Festival of Nations event with an average of over 700 people attending. The district exceeded their fund raising goal of \$15,000 in FY 17-18.</li> </ul>

	<ul style="list-style-type: none"> <li>• Has received multiple grants to fund district operations and new programming such as civic fluency classes and navigation services for immigrant and refugee community members.</li> <li>• Hosts regular networking and business seminar events in partnership with the Midway Business Association</li> <li>• Established successful business support and technical assistance in the district utilizing Prosper Portland’s Inclusive Business Network. PSU Business Outreach Program (BOP) provides weekly office hours and additional support for businesses impacted by the Division Transit Project. PSU BOP has also conducted culturally appropriate business classes for the immigrant and refugee community.</li> <li>• Holds an annual board planning and development retreat with a focus on prioritizing programming to better serve DMA’s diverse business community.</li> <li>• Formed a Capital Improvements Committee to create a plan for implementing TIF projects. Funds have been used to support small businesses with many projects, including Storefront Improvement grants, district garbage cans and wrapping utility boxes with artwork created by local artists.</li> <li>• Received Transportation for America and Kresge Foundation funding over multiple years. Partnered with the Jade district to implement artwork along outer Division and developed the Jade-Midway District Art Plan.</li> <li>• Participated on the Powell-Division Bus Rapid Transit Steering Committee, representing business and community interests. Worked with Metro, City and Prosper Portland staff to develop the Powell-Division Local Action Plan. Continue to support the Bus Rapid Transit Project, now called the Division Transit Project, through board participation on the community advisory committee and implementation of the action plan.</li> <li>• Hired Paulmong Pau Gualnam in 2017 as the district’s community organizer. Paulmong also supports the district’s Civic Fluency Program and Navigation services along with other partners.</li> <li>• Coordinates with Prosper Portland’s Workforce Navigator Program contractors to ensure DMA’s most vulnerable communities are connecting to job resource and training opportunities.</li> <li>• Contracted with PBOT to implement Vision Zero Pedestrian Safety Workshops for residents and business in the community with an emphasis on non-English/limited English classes. Conducted outreach to business owners to inform them of the new multi-modal design for Division Street that will be implemented in 2018. Organized meetings with business owners and PBOT staff to discuss and potential adverse impacts.</li> <li>• The Division Midway Alliance is recognized in the community as a resource and safe community gathering space. The district office is highly utilized for numerous community meetings, events and classes.</li> </ul>
Historic Parkrose	<ul style="list-style-type: none"> <li>• Hosted “Introducing Historic Parkrose” event as an opportunity for the community to meet the new district manager</li> <li>• Historic Parkrose volunteers participated in two community-building fundraising events- the Barn Bash and the Farmers Market Wine Tasting Dinner</li> <li>• Worked with a local designer to create a district logo</li> <li>• Conducted business networking events typically well attended by local</li> </ul>

	<p>business owners.</p> <ul style="list-style-type: none"><li>• Made considerable progress in planning district entryway sign including discussions with PDOT and ODOT. Tree trimming for the district is occurred in Spring of 2014.</li><li>• Historic Parkrose coordinated the third annual Parkrose Community Job Fair in conjunction with Mount Hood Community College, held at MHCC’s Maywood Park Campus. The Parkrose Community Job Fair showcased over 45 employees, and over 250 job-seekers attended the event.</li><li>• Historic Parkrose has continued to work with community stakeholders around issues of homelessness, public safety, and neighborhood livability.</li><li>• Historic Parkrose and the Columbia Slough Watershed Council were awarded a \$9,100 grant from the Oregon Humanities Fund. This grant will support a collaborative project for the two groups to lead a community dialogue and visioning process around the Columbia Slough boat launch at NE 112<sup>th</sup> and Marx.</li><li>• Implemented a Buy One Get One Free event at Halloween. Fourteen businesses participated. Distributed 3,500 discount coupon flyers for the event and purchased advertisement in the community paper.</li><li>• In partnership with Parkrose Business Association, Historic Parkrose hosted the first annual Holiday Market which was well attended by community members.</li><li>• Significantly strengthened relationships with other community and business organizations in and around Historic Parkrose (HPR). The board members and District Manager attend Parkrose Business Assoc., surrounding Neighborhood Assoc., East Portland Action Plan, East Portland Chamber of Commerce and Columbia Corridor meetings to engage and promote each other's activities.</li><li>• Worked with Pacific Power, to place banners on the power company’s poles in and around Historic Parkrose and installing HPR sign caps at key intersections.</li><li>• Conducted technical assistance training to businesses including: tax law changes seminar, internet marketing and changes to City of Portland sick leave policy.</li><li>• Assisted with future property redevelopment by: collaborating with Washington State University Business School students in a grocery store analysis for HPR; assisting six long-time property owners to explore and plan potential catalytic projects for their properties; conducted property owner networking events to discuss development issues in HPR.</li><li>• Created signature branding and community events: “Taste of Parkrose” in June to be held annually; held four “Summer Nights” street fair; Halloween and December Holiday Market community events leading to greater business and community cohesion.</li><li>• Historic Parkrose and the Parkrose Business Association organized the 3rd Annual Trunk or Treat. Over 30 businesses and community groups brought their decorated cars to the Parkrose High School parking lot and handed out candy to over 2,000 trick-or-treaters</li><li>• Launched monthly email newsletter distributed to over 400 HPR businesses and residents.</li><li>• Created and published HPR Storefront Design Guidelines book that will help inform future façade investments for HPR.</li></ul>
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	<ul style="list-style-type: none"> <li>• Developed Storefront Improvement Grant program for local HPR businesses that matches 50% of a business investment in façade improvements.</li> </ul>
Jade District	<ul style="list-style-type: none"> <li>• Launched website and worked with a local graphic designer to create a logo. Banners were hung throughout the district and business owners placed district signage in their storefront windows.</li> <li>• Transferred fiscal sponsorship of the district to APANO.</li> <li>• District staff and community members regularly participate in City initiatives and projects, including multiple transportation projects and the 82<sup>nd</sup> Ave Coalition project.</li> <li>• In collaboration with the Harrison Park SUN school, supported the fundraising efforts and completed the Harrison Park Community Garden. This project was completed with the support of numerous volunteers, district staff, and the Portland Timbers. The gardens are utilized by many of the diverse immigrant community members.</li> <li>• In 2014 the district completed a community district visioning process that was translated in five different languages. This process engaged community members from varying economic and cultural backgrounds. The community visioning process laid the foundation for many district projects, including the redevelopment of the furniture store building located on the corner of 82<sup>nd</sup> and Division.</li> <li>• Jade District staff and community members have been actively involved in the Powell-Division Transit and Development project, now the Division Transit Project, by participating on the project steering committee and organizing community outreach, roundtable events and the development and implementation of the Powell-Division Local Action Plan.</li> <li>• Over the past four years community volunteers join together for the annual ‘Polish the Jade’ event to assist with district trash and graffiti removal event.</li> <li>• Hosts the annual Jade District International Night Market. The event is held two evenings in August and draws over 25,000 visitors to the district. The Jade International Night Market is a crucial tool to help support local small businesses in the Jade District neighborhood. The annual summer event has taken place for the last four years and provides a space to celebrate and recognize the diversity and culture of the communities who live and work in the Jade District and sheds light on the issues impacting a neighborhood in transition.</li> <li>• APANO relocated their headquarters from inner NE Portland to the Jade District in 2014. APANO and the Jade district completed the build-out of their office space located in Wing Ming Plaza.</li> <li>• The Jade District continues to play a crucial role in facilitating the development of the furniture store site on SE 82nd and Division. This project has been a collaborative partnership between Metro, Rose CDC, PHB, APANO and Prosper Portland to deliver a project that was realized through the district’s community visioning. The district supported APANO’s Roots to Rise capital campaign to fund the purchase of the commercial space. The future mixed-use development will include affordable housing, APANO and district offices and a community space. The district provided \$230,000 of district TIF funds to support the design, purchase and buildout of the commercial space.</li> </ul>

	<ul style="list-style-type: none"> <li>• Hired a consultant to facilitate a governance work group comprised of APANO board members and Jade District Steering Committee members to discuss and train volunteers on understanding the relationship between the fiscal sponsor APANO and the Jade District program including budget oversight, decision making authority and processes, and work areas.</li> <li>• The district has implemented numerous TIF projects in the district; including business improvement grants and lighting improvements.</li> <li>• Expanded Jade district staff capacity and hired Community Organizer, Linh Doan, to support business outreach efforts.</li> <li>• In partnership with SBDC and Multnomah County, developed food safety training in language for district restaurant owners. The Jade District and Division Midway Alliance partnered to obtain grant funding to provide mini-grants for imaginative place making community engagement projects. The districts hired artist organizers to facilitate workshops and collaborate with partners to ensure successful project implementation. The districts also developed the Jade Midway District Art Plan</li> <li>• Established API culturally specific business technical assistance in the district that provides basic business assistance and connects business owners to Prosper Portland’s Inclusive Business Support Network.</li> <li>• Oregon Solutions in late 2016 identified the Jade District as a priority area for increasing the green infrastructure of the Jade District. The project known as Jade Greening kicked off a multi-day design charrette. The project will also include tree planting in the district and other greening projects.</li> <li>• Partnered with SE Works to host a community Job Fair at the Jade APANO Multicultural Space (JAMS).</li> <li>• The district has received several grant awards from partners and foundations to fund district projects, programs and operations.</li> <li>• Partnered with PBOT to install Jade District branded garbage cans throughout the district. Contracted with PBOT to implement pedestrian safety workshops for the Vision Zero Division Street Multi-Modal Safety project. Conducted outreach to residents and business owners to inform them about the project. Provided feedback and business owner concerns to PBOT partners.</li> <li>• In 2017 the district was awarded a Metro Community Placemaking grant. Using art, the district plans to transform an underused pedestrian bridge in the district to promote traffic safety and honor the area's vibrant cultures.</li> </ul>
<p>Our 42<sup>nd</sup> Avenue</p>	<ul style="list-style-type: none"> <li>• Developed a program called Familiar Faces. - a series of events to foster trust and relationship building among community members</li> <li>• Established and recruited members for several standing committees, including a Community Relations Committee and an Economic Development Committee</li> <li>• Hosted annual career fairs in conjunction with Straight Path, Inc. and Portland Community College, averaging 150 attendees and 24 employers and service providers.</li> <li>• Organize annual holiday coat-drive to support low-income children who attend Rigler School.</li> <li>• Implemented numerous business mini-storefront improvement grant projects</li> <li>• Planted 12 new street trees along 42nd Ave with the support from the Bureau of Environmental Services,</li> </ul>

	<ul style="list-style-type: none"> <li>• Managed the Cully’s Farmer’s Market for three years. Cultivated the business community through the farmers market by providing, free vendor space for aspiring entrepreneurs. Provided access to fresh food for low income residents through SNAP and community voucher program.</li> <li>• Conducted proactive business development activities for the district including: 1:1 business visits, business office hours, creating business to business mentoring relationships, and providing referrals to Prosper Portland funded technical assistance providers and loan products.</li> <li>• Held three Annual Community Connections Celebrations which were attended by 100 - 250 community members. These celebrations have been used to provide updates to the community and conduct a community visioning process.</li> <li>• Organized the annual Fall Harvest Festival. This event has been held for three years and is attended by 400-900 people. The event has a great multicultural-generational turnout, where diverse inclusion and affordability are at the center of the event. Collaborated with Cully Blvd Alliance and the Cully Farmers Market on this event.</li> <li>• Host a monthly Community Coffee Hour, which typically has 25-30 attendees who come and share their thoughts and concerns about the district and broader community.</li> <li>• Built relationships with SUN Schools and food pantries to help connect low-income families to activities and employment opportunities.</li> <li>• Host third annual pop-up shop for the holiday season, which featured craftspeople from the immediate community, the annual pop-up strives to provide affordable holiday gifts for community members by artisans who are demographically representative of our diverse community.</li> <li>• In 2016 sponsored a Christmas tree lot to help generate income and provide a local space to purchase a tree for the holidays.</li> <li>• Our 42nd Avenue organized a kids’ Monster Mash event for Halloween 2016.</li> <li>• Received a coalition grant to launch a literacy campaign with strategic partners focused on the 42<sup>nd</sup> Ave area.</li> <li>• Launched the Go42 community business launch pad in 2015, which provides affordable commercial storefront space for growing home based businesses</li> <li>• In May 2016 – the district utilized Prosper Portland’s NPI Opportunity Fund to purchase the 5012 site (formerly the Portland Tissue Lab). The district negotiating with a local business owner to purchase and lease back space in an effort to create affordable commercial spaces for community business owners.</li> <li>• November 2017 – soft launch of (Com)motion. A community social enterprise, motion studio. Managed by a community members, and classes taught local diverse community members, to encourage multi-cultural movement thought dance, yoga, martial arts and more.</li> </ul>
<p>St. Johns Center for Opportunity</p>	<ul style="list-style-type: none"> <li>• Completed a project to landscape the traffic island at entrance to the district. Created a strategic partnership with Burgerville for the restaurant to regularly maintain this area.</li> <li>• Created a Mini-Storefront Improvement Program and implemented improvement projects including: repaving a patio, exterior painting and awning installation, sidewalk repair and exterior window frame improvements.</li> </ul>

	<ul style="list-style-type: none"> <li>• Hosted monthly business seminars and secured Albina Bank as a sponsor of the series, averaging 15 businesses attending.</li> <li>• Hosted board workshops with facilitator to identify key stakeholders and potential new partners.</li> <li>• Received a \$50,000 grant from the Metro North Portland Enhancement Grant and will use the funds to do a district visioning and organizational strategic plan as well as increase their outreach capabilities and implement their equity strategy.</li> <li>• Over 140 volunteers participated in the Spring Cleansweep 2014, sprucing up the district for the summer.</li> <li>• Successfully held The Cut Above, first silent auction fundraiser. The event had over 75 donated items and 80 attendees, with a net revenue of \$6278</li> <li>• Acquired the St. Johns Farmers Market as a program of the St. Johns Main Street. This acquisition included the Farmers Market’s Metro grant and added \$50,000 to the budget as well as two staff members.</li> <li>• Hosted its 2nd annual Business Solutions Fair at University of Portland. Business owners from across St. Johns were invited to learn about valuable resources available to them, including technical assistance, marketing platforms and funding options. There were 20 attendees and 16 vendors.</li> <li>• Started phase 1 of our strategic planning process, which included reaching out to community members to garner their feedback and hear their vision for St. Johns. Hired a translator to ensure materials were available in Spanish.</li> <li>• Released our Fall Coupon Book, plus Willamette Week Insert. More than 40 businesses participated in these promotional opportunities.</li> <li>• Provided mini subsidies to 15 retail businesses who signed up to participate in the Little Boxes program.</li> <li>• Hosted Shop St. Johns Saturday extravaganza.</li> </ul>
<p>The Rosewood Initiative</p>	<ul style="list-style-type: none"> <li>• Rosewood’s grand re-opening was attended by over 250 community members, staff, partners and volunteers. The remodel includes new fixtures, painting, computer lab, partner and staff resource office as well as an upgraded event/program space. Rosewood utilized local businesses and skilled volunteer labor for construction of their new space.</li> <li>• Rosewood hosted its first Legal Services day in partnership with the DA’s office and Metropolitan Public Defenders. The goal of this event was to help the community by providing on-site support to those with unpaid fines in exchange for community service hours. We were able to host more than 150 community members ranging from a variety of backgrounds and socio-economic status. Due to the high volume of interested attendees and the time frame of the event we were able to only support 40 people that met with the public defenders and prosecutors and they were able to waive over \$180,000 in fines. This is now a regular bi-monthly event.</li> <li>• Rosewood partnered with SE Works in a community Job Fair which included 17 employers and 5 community resource agencies to help support the job seekers. This event was geared towards supporting the community members and facilitating face-to-face interactions with companies that are currently hiring. There was a total of 96 attendees.</li> <li>• Held Micronesian Islander event series - that connected OHSU nurses with</li> </ul>

	<p>Micronesian families to discuss health related issues.</p> <ul style="list-style-type: none"><li>• Mount Hood Community College held a 10-week Coding Academy class in our new computer lab that taught entry-level programming and career skills for the IT industry. The class hosted 6 students.</li><li>• Rosewood is exploring the <i>Purpose Built Communities</i> a national community development model. This is a natural fit for our organization and that this model will help legitimize and leverage national resources. Community and public partners have traveled to two conferences and community tours to determine if this approach is the right fit for our community.</li><li>• OPB featured Rosewood on their <i>Think Out Loud: Our Town Series</i>, and more than 80 community members participated in the discussion</li><li>• Volunteers helped to organize the Rosewood Bike Fair, a traditional Aztec dance night, and transportation advocacy actions with OPAL Oregon</li><li>• Developed a partnership with SE Works to offer employment services at the Rosewood Community Center. Twice per week, a SE works staff person meets with community members and connects them to services.</li><li>• Hosts monthly business networking meetings.</li><li>• Collaborated with public safety partners at Portland and Gresham Police and Multnomah County Department of Community Justice to create a Rosewood Safety Bucks program where Police and Sheriffs officers reward children in the neighborhood, and children redeem certificate with a prize at Rosewood</li><li>• Collaborated with Prosper Portland funded business technical assistance provider to have office hours in Rosewood once a week; business owners were helped with establishing business plans, meetings with marketing specialists, websites and other business matters.</li><li>• Partnered with Mercy Corps NW to deliver a business foundations class in Russian and the 5 week course was attended by 19 Russian-speaking business owners.</li><li>• Organized a successful Holiday Market in December with 30 vendors and 150 community member attending and building on the success of this they hosted a Mother's Day market with 30 vendors.</li><li>• Hold annual board planning and development retreats.</li><li>• Hosts a variety of community building events including Zumba classes, Coffee and Art event, Aztec Dancing, Tongan dancing, Aspire Project ballet classes for youth, and a fashion show.</li><li>• Establishing long term structure for public safety partnerships through RENEW (Rosewood/Rockwood Enhancement Neighborhood Enforcement Workgroup)</li><li>• Free tax site in partnership with Vietnamese Community of Oregon serving about 150 neighbors in filing taxes for free</li><li>• Rent Retention groups held at Rosewood in partnership with Transitions Projects.</li><li>• Financial Empowerment clinic held with Innovative Changes 25 community members attended.</li><li>• Constructing Hope held two orientations to enroll community members in trade apprenticeship programs</li><li>• Approximately 5600 different people have been at Rosewood for events, activities and programs during the past year.</li></ul>
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	<ul style="list-style-type: none"><li>• Created and recruited members to two new committees: the District Improvement Committee and the Resource Development Committee (RDC).</li><li>• Resource Development Committee hosted a Rosewood Open House with over 100 people in attendance and \$500 in donations and \$1500 in-kind donations.</li><li>• Raised over \$20,000 a year through renting their space to others.</li><li>• Applied for and received Northwest Health Foundation’s Kaiser Permanente funding to increase economic opportunity for Rosewood residents (\$200,000 over three years.)</li></ul>
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