
Cascade Campus Community Assessment August-October 2010

PCC Bond Program
Stakeholder Engagement

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Introduction

1. Assessment themes
2. Vision document
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Assessment Goals

PCC's Bond Program Office completed a comprehensive Community Assessment for the PCC Cascade Campus between August 15, 2010 and October 31, 2010. To complete the assessment, staff from the PCC Bond Program Office and the Cascade Campus Community Relations Officer conducted 47 interviews and one focus group with four people. In total, staff interviewed 68 individuals who currently live, work, own a business or property and/or manage an organization, faith-based group or educational institution in the neighborhoods surrounding Cascade Campus.

One of the primary goals of this assessment is to enhance PCC's understanding of external stakeholders' history, experiences, concerns, expectations and hopes with regards to the community – the neighborhood and commercial corridor-- and PCC. This information will help inform the bond-funded master planning process for Cascade Campus and how to best engage the external community in that process. The assessment will also accomplish several other short and long-term goals for Cascade Campus:

- Assess and acknowledge the community's knowledge, perceptions and past experiences, both positive and negative, regarding PCC and Cascade Campus.
- Guide PCC in identifying appropriate and effective stakeholder engagement tools, formats, meeting sites and messaging, as well as increase PCC's ability to address identified issues and/or prevent them from reoccurring.
- Identify community members who champion PCC's academic mission and would be interested in living lab and intern possibilities.
- Identify a pool of candidates who may be interested in participating in a Cascade Campus Bond Advisory Committee.
- Identify opportunities and potential local partners for campus and community collaborations to improve neighborhood and Killingsworth/Albina business district.
- Develop a PCC Bond Program and Cascade Campus Stakeholder Mailing List

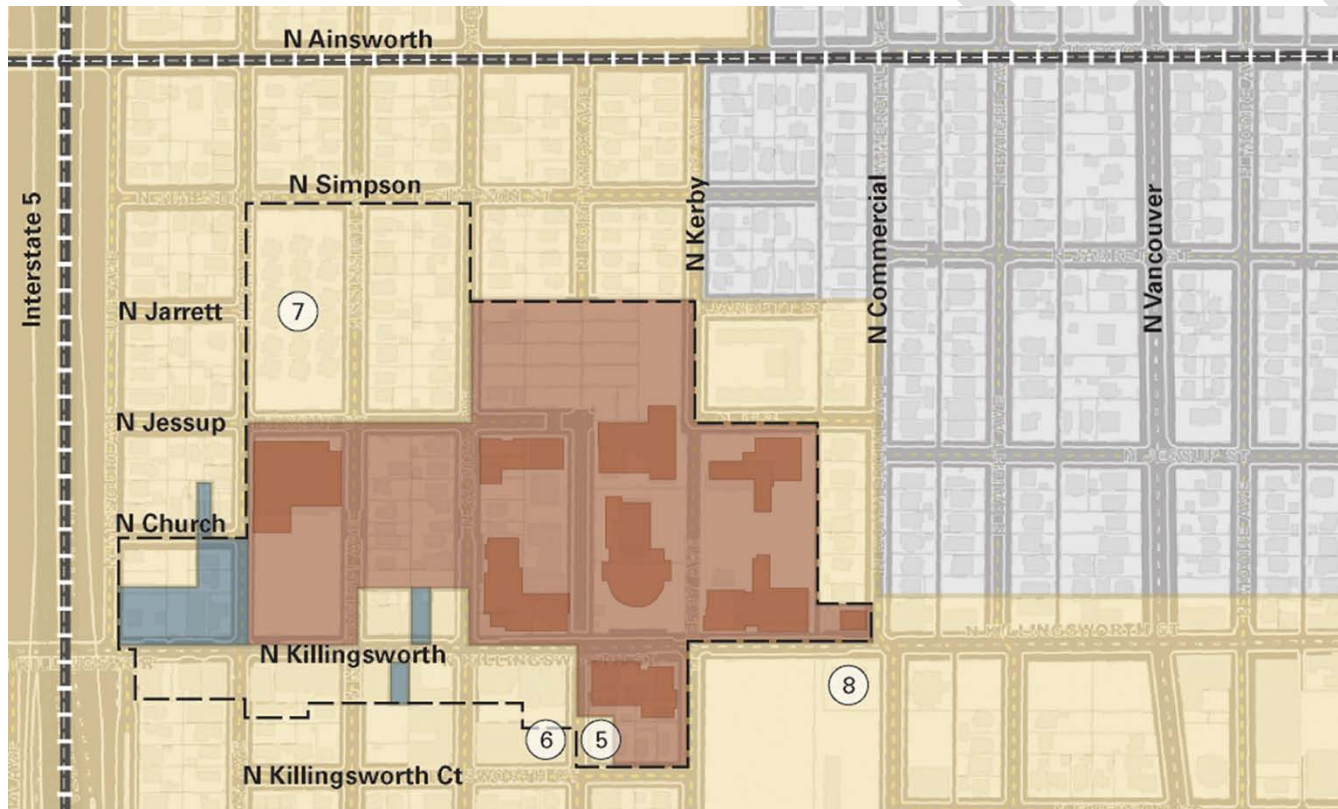
A Community Assessment vs. a Statistically Significant Opinion Survey

The intent of this Cascade Community Assessment is to provide PCC *an anecdotal impression* of external community stakeholders' history, experiences, concerns, expectations and hopes with regards to their neighborhood, business corridor and the Cascade Campus. The period of the assessment, fall 2010, is a "snapshot in time" when we captured people's thoughts, ideas, concerns and hopes as they reflected on past experiences, current events and hopes for the future. As such, persons reading this assessment should in no way consider or present these findings as a statistically significant representation of the community at large.

Methodology to Identify Community Stakeholders for Interviews

From August 9-13, 2010, PCC Bond Program staff conducted a “Walkabout Survey” of the neighborhood and Killingsworth commercial corridor to identify neighborhood and commercial landmarks and areas adjacent to and in close proximity to Cascade Campus. Staff then used this “target area” to identify neighbors, property owners, businesses, schools and organizations that would be *most* impacted by PCC student, faculty and staff actions, campus activities, future capital improvements and parking issues stemming from the Cascade Campus activities. Staff collected names, phone numbers and addresses during the survey. After walking the neighborhood, staff conducted internet research to identify property and business ownership, business websites and email addresses.

Following this survey and research, staff identified 98 individuals for interviews and attempted to contact each by telephone and email. From this initial list,



staff interviewed 57 individuals and hosted a focus group with four African-American community leaders. An additional seven people were referred to staff by other interviewees or had contacted PCC Cascade directly by email to express concern about neighborhood impacts were also interviewed.

The 68 people interviewed for this assessment are a sampling of external community stakeholders and are not assumed to statistically represent the views of all the people who work, live and/or own a home or business in the target area. The term “stakeholders” refers to any individual, group of individuals, organizations and political entities that have an interest in or are potentially impacted by PCC policy, planning, programming and construction at Cascade Campus.

Methodology to Conduct Interviews

To guide the interviews, staff developed talking points and an 11-point questionnaire addressing identified assessment goals. Staff scheduled interviews as 30-minute, one-on-one meetings with business and property owners, directors of local schools, organizations and faith-based groups, and neighborhood residents. Staff sought to record individual stakeholders' comments in writing – verbatim as much as possible to capture the nuance of individual sentiments, emotions and opinions. Christine Egan and Gina Whitehill-Baziuk from the PCC Bond Office and Abe Proctor from the Cascade Campus conducted 47 interviews in August, September and October 2010. Most interviews took place in local coffee shops (Red e Café and Coffeehouse 5), Cascade Campus' Moriarty Building, in homes, businesses and organizations. Many interviews included more than one stakeholder, such as business co-owners, church groups and family members.

In addition to the interviews, staff organized one focus group on October 11, 2010, with four African American community leaders (Attachment D, event summary). Cascade Campus President Algie Gatewood led the conversation with invited guests, Gina Whitehill-Baziuk facilitated and Abe Proctor and Christine Egan recorded stakeholder comments on flipcharts

Interview and Focus Group Handouts

For each interview, PCC staff provided stakeholders the following reference materials:

- Color aerial map of PCC Cascade Campus and surrounding neighborhood/businesses
- Black and white map of the Cascade Campus Impact Mitigation Plan area
- Draft Vision document to leave with stakeholder
- Stakeholder engagement diagram
- PCC staff business card for contact information and follow up questions

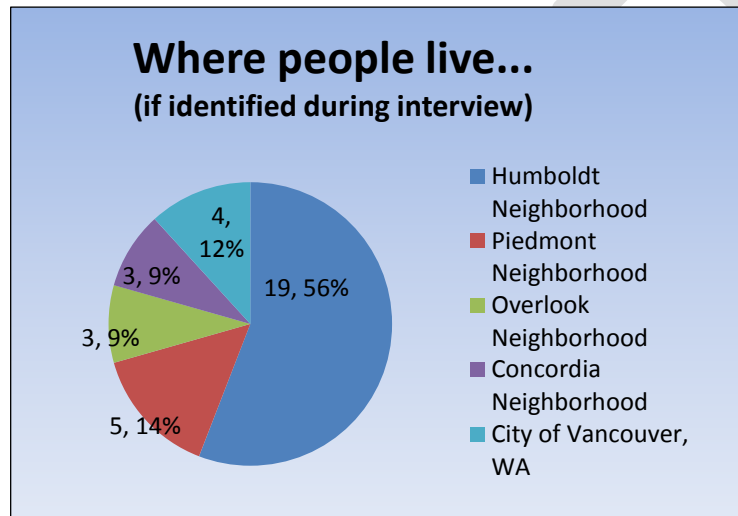
Stakeholder Demographics

The table to the right categorizes the 68 stakeholders by gender and ethnicity. Of the total number of people interviewed, 60 percent were men, 40 percent were white or unidentified, and 31 percent African American.

Residents

During the walkabout survey and follow up phone calls, staff identified stakeholders who lived in the neighborhood – homeowners and renters. Staff interviewed five people who owned homes on Jessup, Rodney and Commercial streets. To identify renters, staff met with property managers for each of the four housing communities within three blocks of Cascade Campus: Plaza Townhomes (5802 N. Michigan), Cascadian Terrace (5700 N. Kerby Avenue), McCuller Crossing (236 N. Killingsworth) and Falcon Apartments (5401-5425 N. Albina). Property managers provided names and contact information for two to three residents for each community – with residents' prior permission, with the exception of Cascadian Terrace.

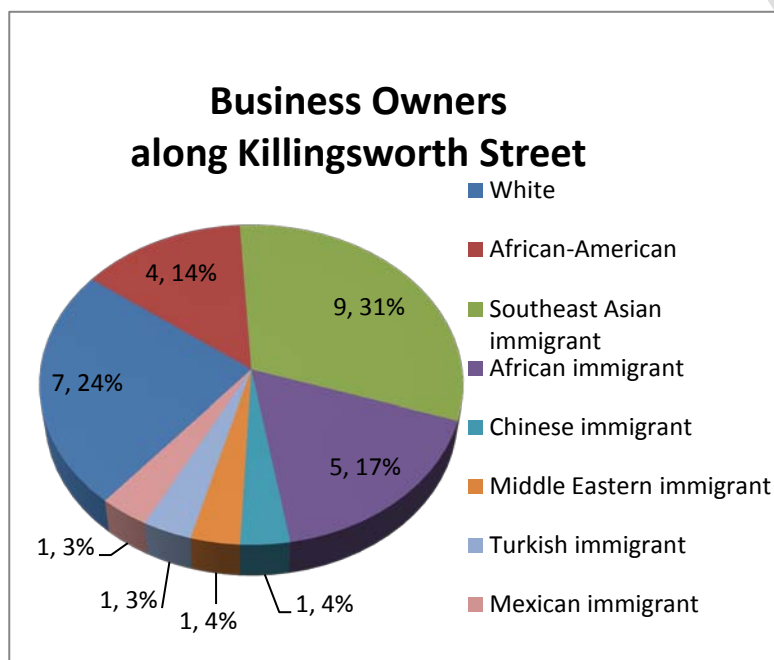
Stakeholders Interviewed: Categorized by Gender and Ethnicity			
	Women	Men	Total
White or unidentified	10	17	27 (40%)
African American	7	14	21 (31%)
African Immigrant	4	3	7 (10%)
Asian American	2	1	3 (4%)
Asian Immigrant	1	2	3 (4%)
Hispanic	1	1	2 (3%)
Middle Eastern		2	2 (3%)
Nepalese		1	1
Turkish	1		1
Jewish	1		1
Total Stakeholders	27 (40%)	41 (60%)	68



Staff asked interviewees to share their personal history in the community. Thirty-four people identified where they live in response to the question. Of those 34, nineteen live in the Humboldt Neighborhood, where Cascade campus is located. Three live in the Overlook Neighborhood, to the west across Interstate 5. Five live in Piedmont, directly north of campus, and three members of Piedmont Church of Christ live in the Concordia Neighborhood near NE 33rd Avenue. Four others – a property owner, a faith-based representative, and two business owners - live in Vancouver, Washington.

Business and Property Owners

Based on the walkabout survey, there appears to be a high number of immigrants who live, own businesses and/or property in the immediate area of campus.¹ Refugees have greatly influenced the neighborhood and business district along Killingsworth Street. This is especially true for people who emigrated from Africa, China and Southeast Asia. Surprisingly, few businesses and commercial properties on Killingsworth Street between North Vancouver and North Missouri appear to be owned by Latinos or African Americans. The exceptions are Tienda and Video Leonardo, The Skanner Newspaper, Dominique's Hair Salon, Clarence Walker for Flowers and Salon Radiance.



Business	Owner	Ethnicity
African International Food Market	Baba Tunde	Nigerian
Meskel Market	Abey A. Woldemedhin	Ethiopian
Enat's Kitchen	Memere Egig	Ethiopian
Hashi Halal Market	Kadir M. Abdullahi	Ethiopian or Somali
E'nJoni Cafe	Sonya Damtew	Eritrean
KC Food Market	Matthew E. Yi	Chinese
Lao Vieng Market	Wayne Lam	Chinese-Vietnamese
Jasmine Pho	Hong Thi Huynh	Vietnamese
Quick for Less/ My Viet Market	Hoan Nguyen	Vietnamese
Standard Auto Repair	Duong Cam Mach (Tran)	Vietnamese
Elegant Nails by Ann	Tuan "Ann" Van Nguyen	Vietnamese
United Engineering	Jaime Lim	Philippine
The Asian Reporter	Jaime Lim	Philippine
Thai Terrace	Thapana Sisakvanich and Laddawn Penrattanakanok	Thai
Thai Food Cafe	Thom and Meow Gustav	Thai (wife)
Tienda and Video Leonardo	Apollo and Guadalupe Hernandez	Mexican
In and Out Market	Wael "Jamal" Mousa (co-owner)	Palestinian
Nationwide Insurance	Bozena "Bo" Andrews	Turkish

During the walkabout survey, staff identified 18 businesses on Killingsworth Street owned by people who have immigrated to the United States. Five of the 18 are owned by African immigrants and nine by Southeast Asian immigrants. The pie chart to the left identifies the ethnicity of business owners along North Killingsworth Street from Missouri to Vancouver. It does not represent property ownership. All businesses along Killingsworth appear to be locally owned and operated.

¹ 2010 Census data for target area is not yet available. Target area covers blocks within census tracts 37.02 (blocks: 3006, 3014, 3016, 3017, 3018, 3019), 38.03 (blocks: 1011, 1012, 1013, 1014, 1017), 35.01 (blocks 1000, 1001, 1002, 1006) and 34.01 (blocks: 4000, 4001, 4002, 4003, 4004, 4005, 4006)

The City of Portland's property ownership database identifies many of the commercial property owners along Killingsworth Street with Asian surnames, indicating that the person is either Asian American, married to an Asian American or Asian immigrant and/or an emigrant from Southeast Asia or China. Several of the property owners on record live outside of North Portland - -Ridgefield and Vancouver, Washington, the Oregon Coast and Happy Valley, Oregon.

Four commercial property owners live within proximity of Cascade Campus:

- The building owners where Coffeehouse5 and Bradley Angle House are located live in the Overlook Neighborhood.
- The building and business owners of The Skanner newspaper live in Northeast and North Portland.
- Two of the building and business owners of the Asian Reporter and United Engineering live in the Humboldt and Piedmont neighborhoods.
- The building and business owners of Tienda and Video Leonardo live in North Portland.

Non Profit Community in North Portland

Several non-profit organizations have established offices in the area surrounding Cascade Campus. Many of these groups focus on cultural diversity and empowerment for minorities and refugees (APANO, PACCO, CIO and OAME). In the interviews, nearly all of the organizational representatives remarked on Cascade Campus' lack of connection and partnership with their organization. Many expressed hope that stakeholder engagement efforts for the bond program would result in long term relationships with Cascade to enhance educational opportunities and improve community safety, cohesion and economic vitality.

- Center for Intercultural Organizing (CIO)
- Asian Pacific American Network of Oregon (APANO)
- Philippine American Chamber of Commerce of Oregon (PACCO)
- Oregon Association of Minority Entrepreneurs (OAME)
- African American Chamber of Commerce of OR / SW Washington
- Rosemary Anderson High School/ Portland Opportunities Industrialization Center (POIC)
- Self Enhancement Inc. (SEI)
- Bradley Angle House
- North Portland Library

Findings

Personal Histories and Experiences: Questions 1 and 2

The first three questions of the assessment focused on learning about a person's history and experiences in the community and what she/he had heard about PCC and Cascade Campus. Many people focused on how long they had lived or owned a business in the neighborhood, where they currently lived and what they had heard "on the street" about PCC. The second question helped PCC staff understand the person's knowledge and personal experiences with PCC, i.e. student or alumni, family and children who attended a PCC campus, voter who supported bond measure, business that serves PCC students, new resident who loves living near the college.

Six themes regarding people's history in the neighborhood are summarized below.

1. Immigrant Influence

A large majority of business and property owners are immigrants from Africa, China, Southeast Asia, Mexico and the Middle East, many of who have previously lived in the North Portland area when first resettling in the United States. The most outward sign of the immigrant influence are the 18 businesses along Killingsworth Street owned by immigrants, including markets, restaurants, auto parts shop and newspapers (table on following page). In addition, there is an improvised Muslim prayer space behind the Piedmont Deli, across the street from the Public Safety Building, with a **new Muslim Community Center** proposed on North Vancouver Avenue, just south of Killingsworth ([Portland Architecture – Envisioning a new Muslim Community Center in North Portland](#)). According a property manager for the Housing Authority of Portland, "Ninety to ninety-five percent of people living in Plaza Townhomes, a housing community one block west of Cascade, are African immigrants." Many residents living in McCuller Crossing, three blocks north of campus and managed by REACH, and Plaza Townhomes attend classes at PCC.

The two most common businesses appear to be: 1) Small markets that provide specialty food items and money wiring services to immigrants who live in the neighborhood, and sell candy, gum and snacks to students from Jefferson High School and Rosemary Anderson High School and, 2) Ethnic restaurants that serve PCC students, staff and faculty and employees and business owners who work in the area.

2. Local Developers

Staff interviewed five private developers who currently own property in the North Killingsworth commercial district and Humboldt neighborhood; a sixth, Daniel Deutsch was out of country and not interviewed. All are interested in neighborhood redevelopment but are deferring redevelopment of their properties and/or hesitant to acquire new property while PCC is considering future acquisitions in the area. Consequently, PCC's plans both encourage private investment and redevelopment in the area, but may discourage reinvestment in existing buildings and property that PCC might acquire. The six private developers are listed below:

1. Brian Wannamaker
2. Mike and Brian McMenamin
3. Gil Lipman
4. Jane Olberding
5. The Lim Family
6. Daniel Deutsch (not interviewed)

3. PCC Students and Alumni

Of the 68 people interviewed, 14 said that they had attended PCC previously in their careers or were currently enrolled at PCC. Another four had family members currently taking PCC classes. More than half of the 14 people had attended classes at Cascade Campus. Of those 14, seven live in the immediate neighborhood, five are African immigrants and three own or manage a local business on Killingsworth Street.

Many people said they plan to register for an adult education, welding or physical fitness class at Cascade Campus in the near future.

4. "Our College" – Piedmont Neighborhood

Several of the people who live in the Piedmont neighborhood clarified that they "view PCC as their neighborhood campus, just as Humboldt views Peninsula Park as their park." Consequently, they urged PCC to continue to involve Piedmont Neighborhood representatives in the planning process and future outreach efforts. When asked to describe their five to ten year vision for the area, several identified the Killingsworth commercial corridor as their neighborhood destination for *walking to* local restaurants, coffee shops and pubs. Thus, the one of the neighborhood's major interests in Cascade Campus' master planning effort is that the College actively support the local business community on Killingsworth Street.

5. Faith-based groups support PCC's academic mission in North Portland

Six representatives of faith-based organizations in the neighborhood were interviewed - Two from Emanuel Temple (1033 N. Sumner) and four from Piedmont Church of Christ (5358 N. Borthwick). Both serve the North Portland community and are primarily African-American congregations. According to a member of the Piedmont Church of Christ, his church has been in the neighborhood for more than 50 years. As a PCC Cascade graduate, he estimates that of the church's approximately 50 active members, 60 percent live in North Portland neighborhoods. A leader with Emanuel Temple notes that the church's congregation is 99 percent African American and draws people from Gresham, Vancouver and North Portland. He pointed out that their church chooses to "work in this neighborhood because it is one of the most troubled areas in the city." Many of the at-risk youth that Emanuel Community Service Center works with are from surrounding neighborhoods. Both acknowledged that PCC's history of eminent domain in the neighborhood would be a challenge to address. While he supported what PCC is doing to expand educational opportunities in the community, a member of the Emmanuel Temple doubted PCC could effectively address the negative community perception of property grabbing - "No matter what you do, you will always get criticisms from some."

6. Giving Back to the Community

At least seven individual business owners and organizational leaders described the community service they receive or provide to improve the neighborhood and help local residents and youth. All concluded independently that PCC Cascade could follow their organization's example to better show PCC's support for the North Portland community. Examples of community services provided by other businesses and organizations are summarized below:

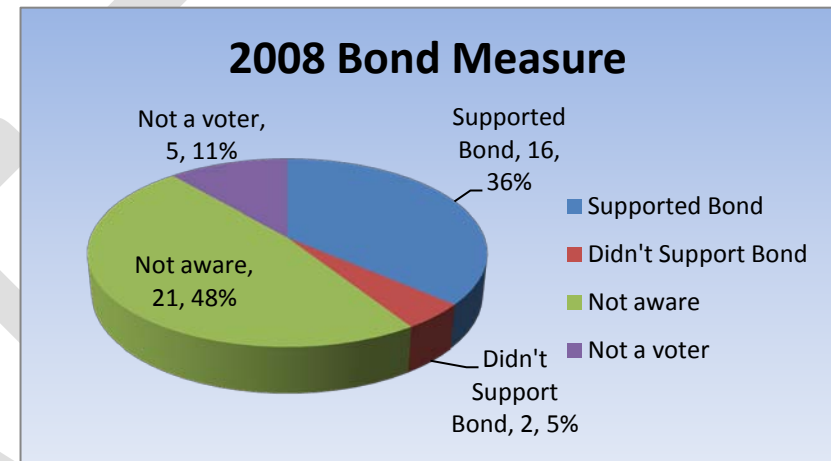
- Emmanuel Temple's Emmanuel Community Service Center (ECSC) works in partnership with non-profit and governmental organizations to help communities throughout Portland break patterns of poverty, violence, substance abuse, and addiction. Emmanuel Temple also donates meeting and event space in its ECSC for community causes.
- Cascade Cycling provides free bike tune ups and flat repairs, and sells discounted bike hardware to homeless people and local residents.
- McMenamin's Headquarter Office organizes clean-up events on the last Wednesday of the month at 9:30 am to pick up garbage and cigarette butts. The volunteer troupe begins south of Alberta, down to Vancouver Street, loop down to Simpson to the north then west to Kerby. According to Larry Dortmund, McMenamin's Chief Financial Officer, they would welcome PCC as a partner for this monthly community event.
- Jane Olberding allows Rosemary Anderson High School to use the Northstar Ballroom at no charge for student shows, fundraising events and parent conference nights.
- Royce's Prop Shop provides employment-supported opportunities in his warehouse on North Killingsworth Court for people with development disabilities.

- The Asian Reporter/ Lim Family provide meeting space to local non-profits in its downstairs offices at 922 N. Killingsworth.
- Brian Wannamaker, local developer purchased the Falcon Art Apartments in 2007/2008, converting it into an artist work/live community. When he took ownership of the three-story residential building, several older long-time residents were still living in the apartment units. Brian invited them to continue living in their homes and pay the same rent as they had with the previous owner. He redevelops units as residents request remodeling, pass on or move out.

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Awareness of PCC's 2008 Bond Measure: Question 3

When people were asked if they were aware of the bond measure approved by voters in 2008, 24 of the 68 people interviewed said that they did know about the measure. Sixteen of those 24 people said that they had voted for it; the other six did not clarify in the interview. An almost equal number of people (21), many of whom live or work within blocks of Cascade admitted that they did not know about the measure and consequently, did not vote for it. Four of those 21 people were aware that PCC had significant funds for improvements at Cascade but didn't know the funding source. Two people admitted that they had not supported the measure and five live outside the district.



Notable quotes from the Interviews:

- “Any time we can educate our people will create a better society. I always vote yes on education bonds” – Piedmont neighborhood leader
- “I hesitated to vote for the PCC bond due to parking issues, but decided to support for larger education goals of PCC,” - Humboldt resident
- “I supported the bond, but wish there were limitations on PCC as to what its impact will be on the community.” – Local organizational leader
- “We supported it, but I thought it was too much money. I didn't think voters would support it,” - North Portland business woman
- “We supported it, knowing there was that fear in the neighborhood of being swallowed up,” - Killingsworth Street business owner
- “We didn't know about the bond measure,” -Two Humboldt residents who live within two and three blocks of Cascade Campus
- “Yes, I knew about the bond due to the taking of the church during the last phase of improvements,” - Long time neighbor and community leader
- “I knew about the bond, voted for it. I was especially interested because I live near the new Southeast Center,” – An organizational representative.

Community Perceptions and Personal Visions: Question 4

For this question, staff invited respondents to discuss community perceptions circulating in the neighborhood and how they envision the neighborhood, Killingsworth business corridor and Cascade Campus evolving over the next five to ten years. The purposes of this question were to increase PCC staff's awareness of the North Portland community's perception about the Cascade Campus, to better understand *how* local stakeholders envision their neighborhood growing, and to ground-proof the assumption that community stakeholders want to have a more activated commercial corridor along Killingsworth Street.

Community Perceptions

1. "PCC has been good for the neighborhood"

Most notable about this community perception was the broad diversity of stakeholders in North Portland who share the view of Cascade Campus. This was also the most commonly mentioned community perception during the interviews. Example of comments below:

- "Campus is a positive influence on the area," -Property owner on Killingsworth Street.
- "PCC redevelopment creates a vibrant neighborhood and employment opportunities, freshens up the area and brings more students and faculty. Enhances the community and helps with revitalization," --Business manager, works on Killingsworth Street.
- "Small businesses in the area love the business PCC brings in," --Manager of local retail shop on Killingsworth Street.
- "In general, people see PCC as something to be proud of," --Director of local organization on Killingsworth Street.
- "Area is much better now, less shootings and criminal activity. PCC has helped improve the area especially when Albertson's was across the street." -- Business owner, former neighborhood resident and African immigrant.
- "PCC is a catalyst for more growth and economic development." -- Residential property owner and local developer.
- "Brings in more young people in the neighborhood who are trying to achieve something." -- Long time resident.

2. "PCC is swallowing up the Neighborhood"

One woman who has worked in the neighborhood for 14 years captured the general concern: "People are fearful of PCC's ability to enact eminent domain, as used in PCC's last expansion. There is a general feeling in the community that people were forced out." "People feel like PCC is swallowing up rather than partnering with the community," notes another long-time community leader.

At least four business owners expressed varying degrees of concern regarding PCC's acquisition and redevelopment plans along Killingsworth Street that could cause them to close their doors. A man who owns a business adjacent to campus said that many of his patrons from the

neighborhood believe that, “PCC is taking their properties and their schools... taking all of Killingsworth to make it all PCC.” Another man who opened his business two years ago said that many in the neighborhood express a “fear of being swallowed up by PCC.” A member of a local church shared that she had heard that the Salvation Army had retained an attorney to dissuade PCC attempts to acquire their property at 5325 N. Williams Street, east of Cascade Campus.

From the interviews, it was clear that a negative history of urban renewal exacerbates the community’s apprehension about PCC’s acquisition and development plans along Killingsworth Street. People in the neighborhood vividly recalled scenes of government bulldozing local churches, homes and schools in North Portland in the name of promoting a “public good.” One African American business woman shared that “many people in this community get the impression that PCC is taking over the neighborhood, its personality. When is it going to end? It’s a little like Emanuel Hospital. People worry about expansion into the neighborhood and how it influences their community.” In an interview with a group of community leaders for a local non-profit, one person who lives in the neighborhood felt that, “PCC is going to do what it wants to do. I wish there were limitations on PCC as to what its impacts will be on our community.” Another admitted that he had a “distrust of PCC really caring what this community wants or says. PCC has displaced people I know.”

A man who moved with his wife to a home on Commercial and Ainsworth streets five years ago, added a philosophical spin to the issue: “It’s one thing to integrate with the community; it’s another to dominate and take over the neighborhood.”

3. “Cascade Campus doesn’t want to be part of our community”

Drawing from respondents’ comments, both Cascade campus’ architectural design and lack of community connections with local organizations, groups and businesses brought about this community perception. Brian Wannamaker, a local developer and owner of Falcon Art Community and a commercial block on Killingsworth Street captured both points when he described Cascade Campus as an “inward looking campus, physically and sociologically.”

Campus Layout and Design

With regards to campus layout and design, another local developer and adjacent property and business owner felt that the architecture at Cascade Campus was “not so good and not inviting.” An apartment building owner on Killingsworth Court put it more bluntly: “Looking at the butt of buildings from Killingsworth is ugly.” A former Humboldt neighbor and local architect described the campus as feeling “like PCC has its back to the community and Killingsworth Street.” That point was echoed by a leader of a community organization adjacent to campus. She described the “PCC’s side of Killingsworth . . . as monotonous and inactivated - big beige blocks. This whole block of monotonous giant buildings is detrimental to the pedestrian experience on Killingsworth.”

Several respondents thought that the inward-looking design of the campus along Killingsworth Street was intentional. “You can tell by the way the campus is designed, like the subtle design techniques and building design. PCC is purposefully shutting themselves up and shutting the neighborhood out. Maybe they want to keep us out because they don’t feel safe in the neighborhood,” assumed a Humboldt neighbor. Another Jessup Street resident wondered if “PCC thought about its impacts on the neighborhood 20 years ago?” He felt that “some of the expansion seemed gratuitous, like the EMT building and parking lots.”

Respondents who had concerns about the physical design of campus were also quick to offer ideas they had seen incorporated in other parts of Portland or other cities. All seemed hopeful that PCC would design Cascade Campus to be “more physically open to community and more welcoming” than it was currently, as a Piedmont Neighborhood leader suggested. Others pointed to the Cascade Vision document as a sign that PCC is beginning to “think about how it impacts the surrounding community and how to be a part of this community.”

Lack of Campus-Community Connections

The lack of existing campus-community connections was the other factor cited by respondents underscoring their perceptions of Cascade Campus’ disinterest in building campus-community connections with neighborhood organizations, groups, and business and property owners. Two noted exceptions to this point are the National Nights Out event in 2010 and the Cascade Campus Public Safety Committee, which several people suggested could serve as a template for the campus to partner with local stakeholders to address other community challenges and goals.

Four interviewees said that they had made unsuccessful appeals to campus administration and faculty to build a partnership with Cascade Campus. Conversely, others volunteered that they hadn’t been approached by PCC administration or faculty to partner on shared interests. When asked how his organization partnered with the college, a business owner responded, “I haven’t been asked to do any partnerships or collaborations with PCC, except for the Public Safety Committee. No requests so far.” This point was raised by a variety of community leaders working with local schools, newspapers, organizations and businesses, many as close as across the street.

Many of these same people were quick to provide a menu of concrete ways they could partner to support Cascade Campus and the community: McMenamin’s Chapel Pub, Center for Intercultural Organizing, Falcon Art Community, North Portland Library, The Skanner newspaper, Piedmont Deli, Piedmont Neighborhood Association, Plaza Townhomes, Cascade Cycling, Bradley Angle House, APANO and local organizers for National Nights Out.

Several business owners suggested that PCC has not been supportive of the businesses along Killingsworth Street, and did not allow neighborhood businesses to advertise to students on campus, i.e. two for one lunch, free coffee, market discounts, etc. One restaurant owner adjacent to campus lamented that there were “lots of PCC commuters who don’t even know what exists outside of campus, like the businesses and restaurants. No one looks around and PCC doesn’t tell them about things outside of campus.” On the flip side, a representative from North Portland Library recommended that, “PCC needs to get its name outside of campus so people in the community can see PCC is present.” A former

ASPPC student leader who lives in the neighborhood suggested that, “PCC needs to be more integrated into the community. Make PCC a place for community congregation – formal and informal.”

4. “PCC wants to take over Jefferson for expansion”

These interviews took place before Portland Public Schools District announced the expanded Middle College program with Portland Community College in November 2010. Consequently, many of the people interviewed speculated about PCC plans for property acquisition and capital improvements at Cascade campus in light of PPSD’s discussions regarding the future of Jefferson High School. One business owner assumed that PCC wanted “Jefferson High School for its expansion,” and added that many people in the community have the same perception. A Piedmont resident echoed that exact point.

A PCC-Cascade alumni and business owner across the street from campus warned that, “if PCC were to come out in support of closing Jefferson, PCC would lose all of the neighborhood support quickly. Jefferson represents a lot of generational history for neighborhood.”

5. “Broken Promises” from last bond measure

During the interview process, staff targeted people who have lived, worked or owned property in the area for more than ten years. Many of the neighborhood residents, business and property owners and newspaper editors recalled “promises” made by PCC during the last bond measure to create outward facing buildings with uses that would help activate Killingsworth Street and spur a stronger commercial corridor. During interviews, these same people pointed to the Moriarty Building, Physical Education Building and parking lots abutting neighborhoods and Killingsworth Street as examples of broken promises.

“PCC promised to build new buildings that would honor the historical architecture and neighborhood diversity, but nothing on campus does that to any degree. PCC located the campus bookstore in the Moriarty building to help activate that intersection and the commercial corridor,” and due to its insulated orientation, was completely unsuccessful in achieving that goal, according to former neighborhood leader. Fortunately, many of these same people expressed hope that PCC has learned from the past and will follow through with its Vision Document for Cascade Campus.

Personal Visions

In the interviews, staff asked respondents “to paint a picture of what they would like the Killingsworth/Albina area, including Cascade Campus, to look like in five to ten years.” The purpose in asking the question was to identify ways that bond improvements and campus leadership and faculty could support these community visions, as well as to understand how people envision Cascade Campus as part of their community. Many responded by listing actions the college should avoid that would harm the neighborhood or businesses; those points are captured in the “Identified Challenges” section of this report.

In general, the visions shared in the interviews describe:

- A more vibrant business corridor along Killingsworth Street that serves the local community (ice cream shop, outdoor cafes and grocery store),
- A positive pedestrian experience along Killingsworth Street for local residents, visitors from other areas, and PCC students and staff,
- A “walkable” mainstreet with easy access to transit and bike routes,
- A mix of activated storefronts, building sizes and architectural styles in both new and old buildings, and
- A variety of housing types.

Many pointed to Mississippi and Alberta streets and neighborhoods as examples they would like to emulate. People clearly see the Cascade Campus as a positive and integrated part of their community, but one that could be more “outwardly looking” and “physically open” to the broader community. Many people observed that this “vision” would create a safer environment for Killingsworth, the neighborhood and the Cascade Campus by directing more “eyes on the street.”

Listed below are excerpts from a broad spectrum of stakeholders who were descriptive and specific in their “visions” for the neighborhood, Killingsworth business district and the college.

- “I see the whole area where you can live, work, go to school, play and shop here without getting in a car. Storefronts have diverse merchandise, locally owned. People can walk around or use electric powered transit. We have created a sustainable community where people don’t have to leave the area or drive to get what they need. See PCC being open to the community, more physically open, more welcoming and outwardly looking.” – **Piedmont neighborhood leader**
- “I would like to see PCC add more classes at Cascade Campus. I would like to see it grow “up” rather than “out,” if possible. The more PCC grows the better the neighborhood becomes.” – **Local restaurant owner and immigrant**
- “Area stays diverse. PCC grows with an understanding that I have lived in my house for 25 years. Gentrification issue is huge here. Displacement is minimized as much as possible. Street remains vibrant. Historical and immigrant communities stay here – in place.” – **Board member of local community organization**

- “My idea if to keep Killingsworth for cars and maintain separate route for bicycles. Student housing where young people share rooms. Killingsworth is main thoroughfare, some streets close to autos. Not all new buildings. Take some of the old structures – they are neat. See students sitting there with their books and WIFI. I see Cascade Campus with train access, sitting areas, cafes with chairs and tables.” – **Long time North Portland advocate and business owner**
- “I would like to see a push for localization, with PCC setting an example of what a neighborhood and local college can accomplish to promote localization. It is in a great location between Alberta and Interstate. Killingsworth is the next new place to be at this point in time. Revitalization shift will run right through our path.” – **Local restaurant owner and Humboldt neighborhood resident**
- “Plan to expand PCC toward I-5. Away from the neighborhood would be good. On Killingsworth, would love to have a bagel shop, ice cream store – similar to Mississippi and Alberta. Shops that make it more walkable. If PCC takes space on Killingsworth, I would want them to create an architecture that isn’t as sterile as what PCC has now. Construct buildings with more character. A good mix of old and new building design. Less “tan brick” than what Cascade currently has. Have storefronts down below with classrooms above. Build parking structure on the old Renaissance market site, with retail below.” – **Humboldt resident who has lived in the neighborhood 15 years**
- “I think we have to have an activated mainstreet. PCC shouldn’t feel disconnected from this ‘sense of place’ like it does currently. Small individually owned shops, organic mismatched storefronts. Whole block of monotonous giant buildings is detrimental to pedestrian experience. Building blocks across from PCC could be highly improved and made safer if PCC could activate and create storefronts that mirror our side of the street. Architecturally speaking, have a second floor setback, with the appearance of single-story storefront on the street. Make it feel like you are walking down a neighborhood street on PCC’s side. For example: use shape of the windows, spacing of entrances, have more than one entrance unlike the current situation for Moriarty. A good example for PCC to check out would be the Sellwood Library on SE 1st Avenue. They have done a great job on streetscape treatment.” - **Local director for regional organization**
- “In 20 years, underutilized or vacant areas are redeveloped but don’t push existing residents out. Streetscape on Killingsworth more continuous and inviting. Add more greenery. Incorporate variation in scale of buildings and the look of buildings; avoid same type of buildings. There would be a mix of housing types, as well as costs. There is a convenient grocery store in the community.” – **Director of a regional community corporation**
- “I hope that there will be a transportation system to make it less congested, more walkable. This becomes a destination neighborhood, more self-contained. Like to see a re-emergence as a neighborhood with an anchor grocery store, a local clinic, more green spaces – not so much parks but pocket areas for gathering. Get rid of the fear on the street. More small businesses that meet the community’s needs,” -**Representative of a local community development group**
- “If I were a resident here, the campus would be a positive influence. It would be nice to have storefronts cleaned up, improved pedestrian areas and shopping-friendly.” – **Vancouver resident who owns property on Killingsworth Street**
- “Create something more social and open, like a food vendor carts area. I like the social aspect of food carts in other neighborhoods like Alberta and Mississippi.” – **Resident who has lived in the neighborhood 8+ years**
- “PCC can’t rely on flat land; you have to build up. Think about a parking garage and build in a way where PCC can build on top of it in the future. For my business, I would like to see multi-use buildings going up, rather than spreading out. Keep area green, no buildings replacing greenery.

PCC's expansion looks for opportunity to create a more cultivated, artistic representation of the neighborhood." – **Business owner adjacent to Cascade Campus**

Strengths, Challenges and Suggested Actions: Questions 5-7

In this series of questions, people were first asked to share what they viewed as strengths for PCC and the Cascade Campus. For any organization to improve, it is useful to know what others view as the College's strengths and how and what verbiage they use to describe those qualities.

Following this question, people then stated what they viewed as challenges for PCC, Cascade Campus *AND the neighborhood*. The purpose of this question is to understand what people perceive as challenges. This question helped ground-proof assumptions about the community's view of the neighborhood and the Cascade Campus.

The last question in this series asked people for their ideas about how PCC might address the challenges they identified, particularly in light of the strengths mentioned earlier. This line of questioning put stakeholders in the position of being "problem identifiers" *and* "problem solvers."

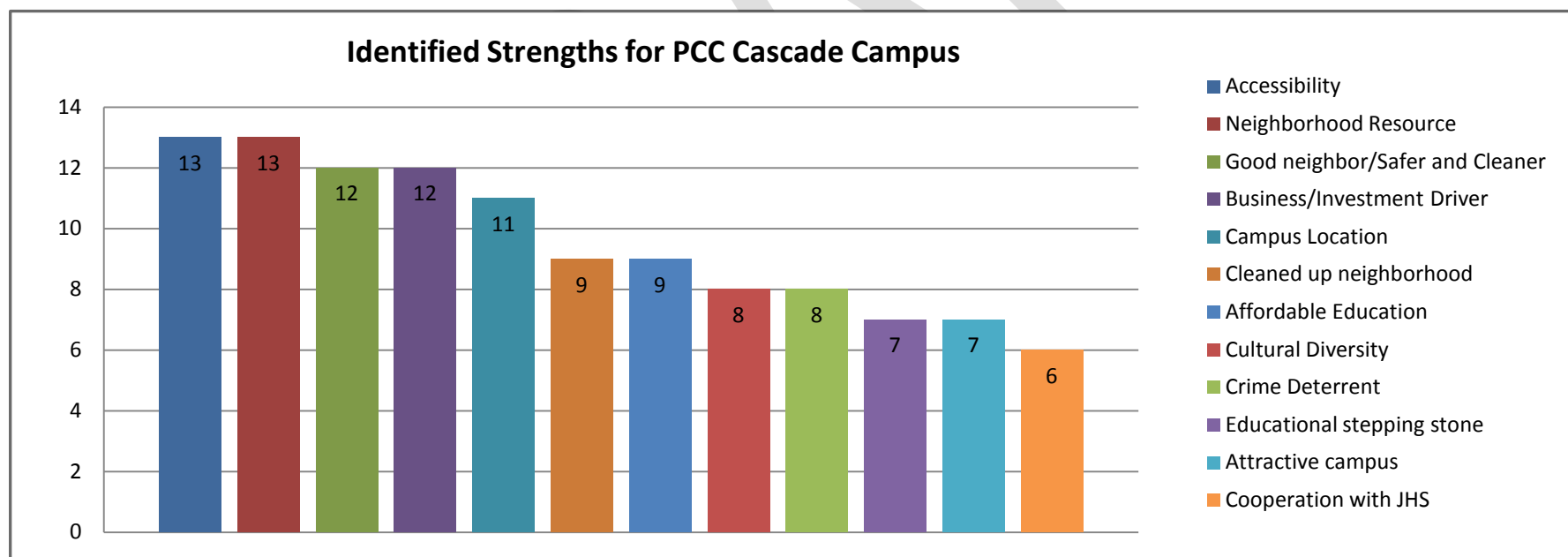
Identified Strengths for PCC, Cascade and the Neighborhood are listed by number of mentions in interviews

The most frequently identified strengths were: Accessibility (13), PCC as a Neighborhood Resource (13), Good Neighbor/Safer and Cleaner (12) and Business/Investment Driver (12). With regards to Accessibility, people described a variety of transportation options people use in the neighborhood and to commute, such as: walking, biking, light rail, bus and I-5 for automobiles. This was an advantage for the neighborhood, local businesses and Cascade Campus.

Dovetailing accessibility, respondents identified Cascade's location in a historic, urban neighborhood, within walking distance to low-income, people of color and immigrant communities as an equally important strength for the neighborhood, business community and PCC. Several people who know the neighborhood well reflected on the community college's ability to draw people to the neighborhood "who want to improve themselves" while also "encouraging young people who live (in the neighborhood) to try and achieve something." Property managers for the various housing communities within blocks of campus confirmed that many of their residents take classes at PCC.

Good neighbor/Safer and Cleaner – Elaborate difference with Neighborhood Resource

Business/Investment Driver – Elaborate difference with Neighborhood Resource



Strength	Mentions	Direct quotes
Accessibility	13	<ul style="list-style-type: none"> • “Easy access to freeway. There are lots of ways to get to PCC.” • “Physically accessible, across the street from us.” • “There are bus lines everywhere and MAX on Interstate.”
Power/resource for the neighborhood	13	<ul style="list-style-type: none"> • “PCC has opportunity to integrate traditionally marginalized communities.” • “Physically accessible to our residents – it’s across the street.” • “A lot of locals take classes at PCC.” • “Good to have educational opportunities close by for this particular community.” • “There is lots of power in the neighborhood – like a town that’s open and close knit.” • “PCC attracts people – students- to the area who have ideas for the future.” • “Brings people into the neighborhoods who are focused on improving their lives.” • “Educational opportunities for families and Jefferson students; visibility in neighborhood.”
Good neighbor/Feels Safer and Cleaner	12	<ul style="list-style-type: none"> • “Cascade has been a good neighbor in that the campus is well maintained – security, graffiti free, clean and trying to address parking issues.” • “Feels safer to people now. There was a hesitancy to attend classes at Cascade previously.”
Business, investment and community driver for the neighborhood	12	<ul style="list-style-type: none"> • “PCC expansion can help this commercial node go the way of Alberta or Mississippi.” • “PCC brings energy to the area via its students.” • “Great location between Alberta and Interstate. Killingsworth is the next new place to be at this point in time. Revitalization will run right through our path.” • “PCC is the driver in the community. It generates a lot of activity during the school year and influences and shapes the area.” • “PCC investments will lead to more private investment and activation for Killingsworth.”
Campus location in inner city and historical neighborhood	11	<ul style="list-style-type: none"> • “Important to have an inner city campus that is more accessible to lower income students – different from Rock Creek and Sylvania.” • “Feels like you are in the city, versus in the suburbs.” • “Area is a historical neighborhood. Cascade is located in the heart of the community versus PCC’s other campuses.” • “Keeps adult children close to home....”

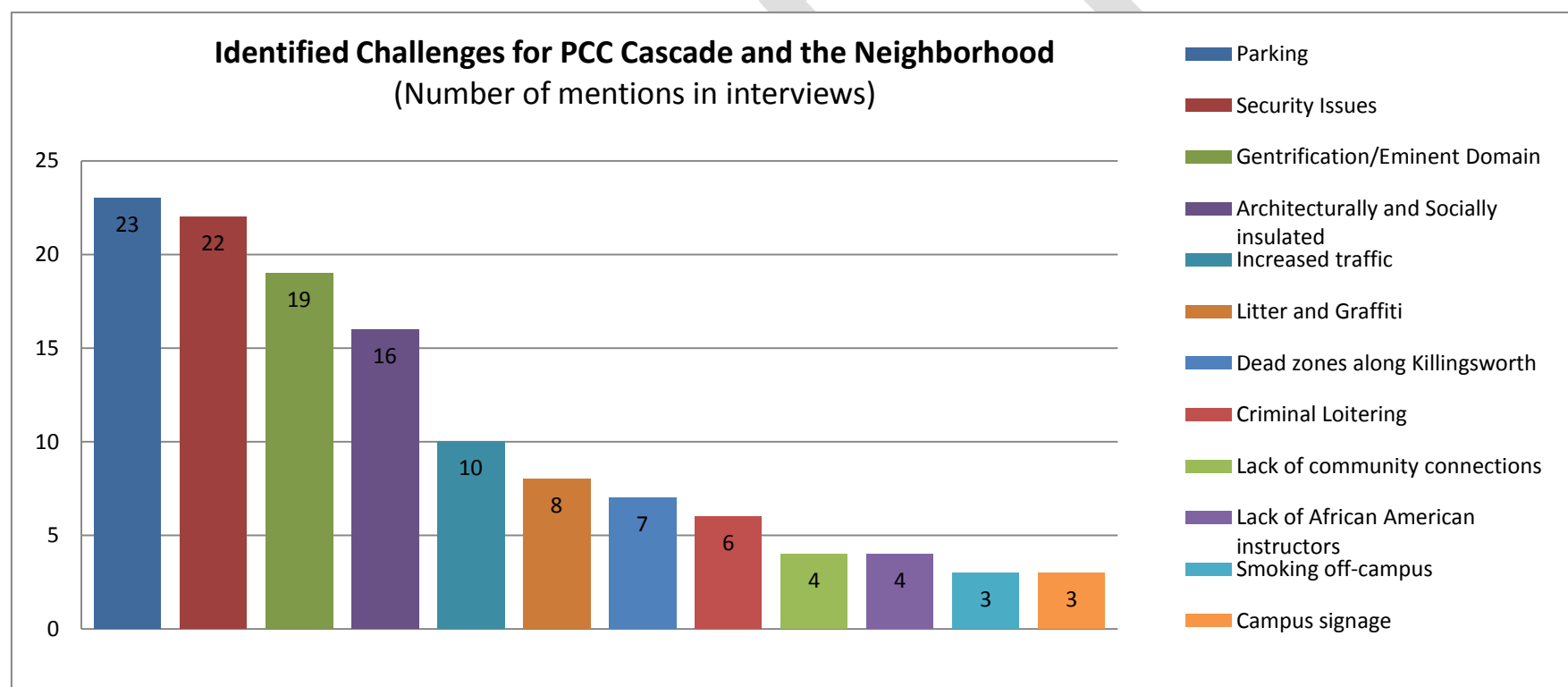
"Cleaned up the Neighborhood"	9	<ul style="list-style-type: none"> • "Cleaned up neighborhood when they removed dirty houses for parking lot." • "Complete turnaround from 1980s. Campus is a positive for the community." • "This area is much better now, less shootings and criminal activity. PCC has helped improve the area especially when Albertson's was across the street." • "Feels safer to people now, there was a hesitancy to attend classes at Cascade previously." • "I like that PCC upgrades the neighborhood."
Affordable education	9	<ul style="list-style-type: none"> • "Accessible education at a variety of income levels – price point is the same."
Cultural Diversity	8	<ul style="list-style-type: none"> • "PCC brings more cultural diversity to the neighborhood." • "Diverse community, no hate, where everyone can come get an education." • "I don't worry about racial or cultural differences. It feels like home." • "Cascade feels like it is culturally and economically diverse."
Cameras and PCC foot patrol as crime deterrent	8	<ul style="list-style-type: none"> • "PCC foot patrol doing good job having coffee at local places, skirting edges of campus." • "Good neighbor regarding security – cameras for campus and surrounding area." • "Paid security team."
Community college as a stepping stone	7	<ul style="list-style-type: none"> • "Accessibility for non-academic types. Larger universities can be overwhelming for some people." • "PCC staff treat our staff well and help our kids navigate through PCC." • "Community college is a stepping stone to a university." • "My family started their educational career footing at PCC. They continued on to become lawyers and doctors."
Attractive campus/ green spaces	7	<ul style="list-style-type: none"> • "The Quad with the grassy areas, openness of campus internally." • "Cascade is a beautiful campus." • "I like the open campus layout of Cascade." • "The Moriarty building is aesthetically nice."
Cooperation with other educational institutions (JHS)	6	<ul style="list-style-type: none"> • "Pilot program between JHS and PCC for students to take advanced courses and field trips to learn about the college environment." • "Synergy with Jefferson High School." • "Cascade's cooperative programs with local high schools."
Adult Education classes and resources	5	

Margaret Carter Skills Center	5	
PCC Communication with Portland Police	3	Mentions by some of the same people who commented on increased safety in the neighborhood and PCC cameras and foot patrol.
PCC involves neighborhood association and students	3	
ESL classes	2	
Parking	2	<ul style="list-style-type: none"> • “All the parking around Cascade (in the neighborhood) is free.” • “Parking is easier at Cascade than at Sylvania.”
PCC treatment for pedestrian crossings	2	<ul style="list-style-type: none"> • “Sidewalk widening project over the I-5 Bridge along Killingsworth.” • “PCC’s treatment for street crossing on Albina from parking lot to campus – mid-street crossing.”
Largest employer in area	1	
Quality of education	1	
African Film Festival	1	
Cascade hosted job-fairs	1	
High School GED Program	1	
Hours of Operation	1	
Maintains low profile in the community	1	
President Gatewood’s relationship with community	1	

Identified Challenges for PCC, Cascade and the Neighborhood listed below by number of mentions in interviews

The top four challenges identified by the 68 respondents are: Parking (23), Security issues (22), Gentrification/Eminent Domain (19) and Architecturally and Socially Insulated (16). Putting these numbers in perspective - one third of the 68 respondents identified **parking** and **security issues** as challenges for the neighborhood, business community and Cascade Campus. Close to one third (19) identified **gentrification and eminent domain** as issues, and sixteen people, nearly one quarter of respondents, identified Cascade Campus' perceived **segregation** from the local neighborhood – architecturally and socially – as a challenge.

Add more conclusions...



Challenges	Mentions	Direct quotes
Parking	23	<ul style="list-style-type: none"> • “Parking is especially difficult the first two weeks of each new term.” • “Students parking in front of our building hurt our commercial renters.” • “Insufficient parking makes it hard for our female church members to walk to and from church on Wednesday evenings for Bible study.” • “Parking is a security issue for homeowners with people parking in front of homes.”
Security/Safety issues: gangs, drug dealing, shootings	22	<ul style="list-style-type: none"> • “PCC students tell me how scary the area is. They are nervous going to and from classes at Cascade. Often they talk about what they heard on the news last night.” • “Albina and Killingsworth is the worst corner in the area.” • “We see at least 20 drug deals a week at SW corner of Albina/ Killingsworth.” • Due to PCC’s overall size, are they aware of what is going on in Moriarty building – criminal activities in the bathrooms at NE corner.” • “Violence reports may discourage some students from wanting to come to Cascade. They might think there is too much going on in the community.” • “Back parking lots at night are creepy with criminal element.”
PCC’s use of eminent domain – resulting in resident and business displacement and gentrification	19	<ul style="list-style-type: none"> • “PCC’s acquisition activities inflate prices and affect private developers’ ability to invest in the area.” • “Not good that PCC acquires people’s homes and churches.” • “Community fear regarding PCC’s ability to enact eminent domain based on past actions.” • “Don’t displace African Americans and refugee communities.” • “Sprawling campus fuels businesses’ fears of being swallowed up by PCC.” • “It wasn’t good to remove and bulldoze houses and reduce the neighborhood.” • “Community perception that PCC will swallow all of us up, instead of partnering.” • “Being viewed as a ‘property grabber’ –taking property that could go to business.” • “Don’t grow at the cost of homeowners. Don’t tear down homes to build a parking lot.” • “PCC is killing Killingsworth Street’s potential to be like Mississippi or Alberta.” • “Expand north of Killingsworth and leave south side for businesses. If PCC takes out businesses on the street, it will be bad for everyone.”
Cascade architecturally and social insulated or isolated from community	16	<ul style="list-style-type: none"> • “I sense that Cascade isn’t reaching out to the community. Feels like they are looking inward, insulated, not inviting.” • “PCC is viewed as ‘over there,’ not part of this community.” • “It feels like PCC has its back to the community and Killingsworth Street. I can’t remember anyone hanging out on green space in front of the library on Killingsworth side.” • “Sterile, institutional structures that don’t physically or visually blend into community on edges of campus,” • “PCC buildings are face inward, looking at the ‘butt of the buildings’ from Killingsworth is ugly.” • “PCC doesn’t blend in with the neighborhood. Feels instead like an isolated island. Lacks human connection to neighborhood.”

		<ul style="list-style-type: none"> • “Architectural design is blocky and unimaginative. Very cold, uninviting look from Public Safety building to Albina Street. Not a place you want to hang out.” • “Campus design and signage is not inviting, doesn’t welcome people onto campus. How comfortable are neighbors with walking around campus?” • “Inward looking campus, physically and sociologically.” • “PCC architecture not so good, not inviting.”
Traffic patterns and increased traffic on Killingsworth	10	<ul style="list-style-type: none"> • “Existing traffic patterns make it hard to cross the street by foot.” • “Perception of an increase in ped/car conflicts due to lack of 4-way stops at intersections around PCC.” • “If PCC is planning to bring in more people, we don’t want more cars too. It will fundamentally change the tone of the neighborhood if we add more traffic.” • “Width of Killingsworth is problematic. Buses have no room to pull-up to stops; backs up traffic on Killingsworth Street.”
Litter and Graffiti in neighborhood	8	<ul style="list-style-type: none"> • “Graffiti problems on my corners. Not PCC’s problem to manage.” • Graffiti and vandalism on my building hit one to two times a week.” • “I paint my cream building often. I’m nervous about store remodel and vandals,”
Dead zones along Killingsworth – PCC properties	7	<ul style="list-style-type: none"> • “PCC Art Gallery not publically visible from street and pedestrians,” • “None of the doors to library open up to Killingsworth. It’s all closed off to that part of the street.” • “Address empty walls and windows on PCC’s side of Killingsworth.” • “When there is not enough foot traffic on the street there are safety issues. These areas are prone to lapses, like Paragon Club and Kanjay building. Both owned by PCC, but nothing is going on. Creates a commercial dead zone.” • “PCC promised during last bond measure that they would create an active storefront space at the NE corner of Albina and Killingsworth. They may have the bookstore at the corner, but no one would know it is there. It is closed off visually with the papers on the windows. It doesn’t contribute to any sense of community.” • “Feels like Moriarty Building is physically and visually blocking the internal space of campus.” • “PCC’s side of Killingsworth sticks out as monotonous, inactivated, big beige blocks, blaaah.”
Loitering by criminals in parking lots, on street corners, bus stops, benches and near PCC EMT building	6	<ul style="list-style-type: none"> • “Drunks and drugs in lot behind campus apartments.” • “Adding more street benches will encourage criminals to loiter.” • “Drinking and loitering in parking lot behind campus apartment.” • “Panhandlers have discouraged students from wanting to attend classes at Cascade.”
Lack of community partnerships and connections	4	<ul style="list-style-type: none"> • “It’s difficult trying to build community partnerships with Cascade.” • “PCC needs to get its name outside of campus so people in the community can see PCC is present.”
Lack of African American instructors at Cascade	4	“I wish Cascade would employ more minorities; it would help the neighborhood.”
Students and faculty	3	• “When PCC became a non-smoking campus in fall 2009, students moved over to south side of buildings to

smoking in neighborhood		<p>smoke. Smoke blew into residents' homes. We went directly to President Gatewood and issue was addressed okay. PCC provided signage. Problem creeps back. Previously PCC had a specific smoking area."</p> <ul style="list-style-type: none"> • "PCC should offer smoking areas for students rather than pushing them off into neighborhood."
Campus Signage	3	
No on-campus childcare	3	<ul style="list-style-type: none"> • "Issues of access as PCC has no on-campus childcare for students who are parents." • "Bad feelings in community when Cascade got rid of on-campus childcare, which was taken out in the last remodel of buildings."
Less classes offered at Cascade as compared to other PCC campuses	3	<ul style="list-style-type: none"> • "Hard to get into classes – waiting list." • Challenging that some programs aren't offered at Cascade, and students have to go to other campuses."
PCC Shuttles	3	<ul style="list-style-type: none"> • "PCC shuttles don't work. Students use Cascade as a base for car commutes and shuttle to other PCC campuses." • "Most students don't live in the neighborhood and many license plates in PCC parking lots and neighborhood are from WA. Drivers are using Cascade as a base for commuting." • "People from Washington know they can park on the neighborhood street because PCC patrol does not have access to WA DMV records. Most of the cars that park on the streets are from Washington State."
Lack of meeting or event space on campus	3	
Poorly designed green spaces on campus	2	<ul style="list-style-type: none"> • "No one uses the lawns or green spaces on campus." • "Campus open spaces aren't conducive for students or locals to use. They don't invite 'hanging out'.' Grass gets too soggy to sit on, no drainage. Need to make it more useful space."
Lack of PCC support or awareness for local businesses	2	<ul style="list-style-type: none"> • "Cascade doesn't support local businesses at all. PCC students help by patroning businesses. PCC bookstore hurts small markets because it discourages students from leaving campus and using community businesses." • "Cascade should work with business community on Killingsworth to make this expansion work for everyone."
Cascade Food Service facilities	2	"No one speaks well of Cascade food service facilities."
Using JHS for PCC Cascade expansion	2	"I don't support using Jefferson for PCC expansion. It needs a different mix."
Green drug house adjacent to EMT building	1	"Green house on Mississippi across from EMT center is a problem."

Suggested Actions to Address Identified Challenges

In the matrix below, the identified challenges are listed in the left column in order of number of mentions during the 68 interviews. The right column, labeled as “Direct quotes,” lists several people’s verbatim responses when asked what actions they would suggest to address or resolve the issues they identified in the interview. These responses have been sorted into categories and color coded. For example, categories of suggested actions to address the challenge of Parking are -- Expand partnership with TriMet to provide more free bus passes (brown highlight), Encourage Bike Commuting (green highlight) and Building a parking garage (Blue highlight). In responding to this question, we asked respondents to keep two things in mind:

- 1) Some of the identified issues are not within PCC’s educational scope or mission and/or capacity or responsibility to address; however, what could they suggest in the way of collaborations or partnerships with local neighborhood groups, business community, organizations and local jurisdictions.
- 2) When possible, suggested actions would take advantage of PCC, the community and Killingsworth business corridor’s identified Strengths.

The middle column, labeled “Suggested Actions” summarizes the suggested action categories that have been gleaned from the 68 interviews. In some cases, Suggested Actions have been supplemented with specific examples regarding PCC groups, community organizations, activities, programs and proposals. This list of Suggested Actions does not represent ideas or suggestions of PCC staff or faculty; nor has the Suggested Action list been reviewed or approved by PCC representatives.

Identified Challenges	Suggested Actions (summarized from interviews)	Direct quotes from interviews
Parking	<ol style="list-style-type: none"> 1. Increase the number of free or reduced fare bus and MAX tickets provided to PCC students and faculty. 2. Use PCC online registration to promote alternative modes of transportation. 3. Provide more amenities to encourage bike commuting, i.e. more indoor, secure bike storage, on-campus bike tune-up area and Loaner Bike Lock Program for students. Partner with local bike shop retailers to set up. 4. Build Parking Garage; consult/visit PSU 	<ul style="list-style-type: none"> • Expand partnership with TriMet to give free bus passes, instead of parking permits to faculty. SS • Partner with TriMet to get free bus passes for students and faculty. Include it with tuition/administration fees for students. PJ • Give all students free bus and MAX tickets. RS • As part of the online PCC registration process, provide students with trip-planning link to TriMet – automatic pop-up with routes for bicycling, bus, car pools and shuttles. MD • As a behavior change motivator – during online registration process, make it explicit re: PCC Sustainability Mission that encourages alternative modes of transportation. (MD) • Cancel parking warnings/citations because students know there are no repercussions for violators. Student just throw warnings on the ground, littering

	<p>and Good Sam to assess their parking management and garages in heavily populated urban areas.</p> <p>5. Consider creating storefront commercial on first floor facing the neighborhood and/or street.</p>	<p>becomes the issue. DB</p> <ul style="list-style-type: none"> Restart neighborhood parking sticker program. RS Provide off-site parking lot with shuttle service. Partner with JHS to build parking structure behind school with shuttle service. AK Create designated parking area and permits for residents. SL Provide secure, covered bike storage. SS PS Promote biking by providing closed bike lockers or indoor area to secure bikes for PCC students; establish a Loaner Bike Lock program for students and offer discount to people who bike to campus. PS Encourage more biking to school - consult with City Bike Map routes. WB Provide on-site bike repair space and stands. Buy supplies from local business like Cascade Cycling. MD Parking structures are least impactful on the neighborhood. KJ A Parking garage will do wonders. AS Construct a parking structure so all the cars can be parked in one location. AH Parking garage proposal from 2004 would help. HJ Buy property right off of I-5 to build multi-story garage. MD Put a parking structure at the EMT parking lot. RM Add a three-story parking structure. SL Build parking structure at Renaissance Market site. KM Build at least a 2 story parking structure – it won't distort the neighborhood. BT Learn from other universities how to handle parking issues. PSU does it well even though it is in the middle of the Central City; Good Sam on NW 23rd. BT
Security/Safety issues: gangs, drug dealing, shootings	<p>1. Purchase green house across the street from Public Services Building to reduce loitering and drug dealing.</p> <p>2. Partner with Portland Police to incorporate CEPTEP landscape design into campus streetscaping and landscape design.</p> <p>3. Outreach to local youth to provide free activities and classes on-campus.</p> <p>4. Relocate Public Safety Office or position a security station at the intersection of</p>	<ul style="list-style-type: none"> Purchase green drug house. Crowd of people sitting on PCC's EMT center walls are dealing. JL To address violence and fears, reach out to existing community efforts in the neighborhood, like RAHS and 4xample. AG Adjacencies help to increase walking traffic across the quad, i.e. between Student Services and Moriarty Building. Create more crisscross traffic, consider campus bookends. GS PCC should involve Portland Police in planning process to create crime-prevention landscape design – CEPTEP. DJ Create more 'eyes on the street' w/building design around perimeter of PCC. AP Open the library to the community. Physically design it so it opens up to Killingsworth. Will help increase eyes on the street. Good example is University of OR's library is open to the public, even at night. GS PCC offer free classes for kids who are vulnerable to gang and drug culture. ME

	<p>Albina and Killingsworth Street.</p> <p>5. Expand PCC camera surveillance program and patrol neighborhood edges and adjacent businesses.</p> <p>6. Design new buildings and redesign/reprogram existing buildings (Moriarty Building, Library and Physical Education Building) on Killingsworth to activate edges and put more “eyes” on the street.</p> <p>7. Convene local business owners and leaders to discuss concept of forming local business coalition to work together to address common issues and goals, i.e. crime prevention and active streetscape on Killingsworth.</p>	<ul style="list-style-type: none"> • To reduce criminal element, create more opportunities at PCC for kids and families in the neighborhood, i.e. sports and arts are two favorite kid activities. BA • Hire/Assign security patrols to the Albina/Killingsworth intersection. JM • Clean up corner at Albina and Killingsworth. We did it at our corner. Specifically, In and Out Market not taking ownership of the perimeter of the property. DJ • Put a staff security station at the Moriarty corner. Present it as inviting as an info booth, rather than a uniformed patrol. AP • Relocate Cascade’s Public Safety Building to the corner of Albina/Killingsworth to provide more surveillance and enforcement for the most dangerous area of campus. JM • If PCC’s plan is to expand, then it should expand into problem areas like the In and Out Market and Furniture Shop. KM • Enhance camera surveillance program. Put PCC camera on Lim building roof to monitor EMT lot and green drug house. JL • Expand PCC patrol parameters to include other businesses. WB • Increase drive around security – could definitely make a difference. JM • Maybe PCC can help incent police to help stem reemerging gang activity in the neighborhood. RS • Add more PCC patrol for the area re: gang activities. RS • Strengthen ‘drive around’ security patrol. WL • More security guard patrol for campus and cooperation with police. GL • Continue close coordination with city police. TK • Support the idea of forming a business coalition for Killingsworth. There is strength in number for business community. TK • Bring PCC and other property and business owners together to work on crime prevention with the City of Portland. MM • We need a Killingsworth Business Alliance to work on same page for security and other issues and goals. As the largest employer in the area, PCC could set up/coordinate initial meeting to establish the group. LD • Help establish a business coalition or group in the area. BW
<p>PCC’s use of eminent domain – resulting in sprawl, displacement and</p>	<p>1. Maintain existing storefronts on Killingsworth.</p> <p>2. Incorporate/replace commercial storefronts in new PCC buildings that front Killingsworth and Albina.</p>	<ul style="list-style-type: none"> • Keep and redevelop small original buildings on Killingsworth. BF • Keep existing storefronts on Killingsworth and put others back that have been removed. ID • Redesign existing building buildings rather than expand, use examples at PSU and Good Sam. BT • Avoid taking over historical landmarks or small businesses. HH

gentrification	<ol style="list-style-type: none"> 3. Avoid purchasing or demolishing historical landmarks or architecturally significant buildings, i.e. Telephone Exchange Building. 4. Maximize space in existing buildings and build taller buildings to avoid sprawl into neighborhood and commercial corridor. 5. Open a PCC annex on Killingsworth to increase communication and accessibility with the community regarding property acquisition, master planning, campus orientation, events and public safety. 6. Incorporate mixed use into PCC buildings. 	<ul style="list-style-type: none"> • Don't take over any other commercial properties on Killingsworth, would be a shame to kill off Saraveza, E'nJoni, Coffeehouse5 and Red e Café.GS • Build up rather than out to alleviate fears of being bought out. JL • Build up, not out. Don't spread into the neighborhood. HH • Build up, maximize current space, make buildings taller and quit sprawling. ID • Add a PCC annex on Killingsworth to provide information about improvement plans, public involvement, directions and public safety. ID • Having a long term plan for growth is better for everyone other than a piecemeal approach. AS • Maybe cap fair market value at 1.5% or something. RM • PCC should expand Cascade Campus, not opposed to any of it as long as it makes sense. JF • If PCC's plan is to expand, then it should expand into problem areas like the In and Out Market and Furniture Shop. KM • Mixed use for PCC buildings, i.e. business, campus, housing. JL • No matter what you do, PCC will always get criticisms from some. BAC might be a good idea but you will still have 'sour grapes' from others. FA • Involving community stakeholders in PCC Cascade's planning important. You need to engage the community in the process up front when you are changing their community. Need to look at what you're leaving behind – are you leaving issues and problems for the community? AK • Collaborate with Jefferson for PCC expansion or PCC/JHS partnership." (TM)
Cascade architecturally and social isolated and insulated from community	<ol style="list-style-type: none"> 1. With campus improvements, look for a partnership opportunity to create a community resource center on campus. 2. Incorporate pedestrian friendly treatments on the edges of campus and along the Killingsworth business corridor to create a campus identity and connection with the community: <i>add color to buildings, paint wall murals, install building awnings, plant more trees, design interesting facades, extend landscaping to the parameters of campus, add benches near Library on Killingsworth side, "Welcome to campus"</i> 	<ul style="list-style-type: none"> • Would be nice if new architecture blended in with neighborhood. PJ • "Bring out the fine character of existing buildings through colors, awnings, facades, landscaping. AV • Build/Incorporate a community history resource center on campus, providing paid staff and resources. PW • Create an identity for Cascade – could focus on how well PCC integrates with existing community. GS • Extend landscaping and pathways to the parameters of campus to make it feel safer and more comfortable. KM • Welcome the community by allowing kids in neighborhood to enjoy PCC green spaces. GS • Add more trees to the campus. RM • Open the library to the community. Physically design it so library opens up to Killingsworth. Will help increase eyes on the street. Good example is University of OR's library is open to the public, even at night. GS

	<p><i>signage, redesign directional signage, create pathways that connect with neighborhood sidewalks and color.</i></p> <ol style="list-style-type: none"> Use treatments (above) to create a visual identity for Cascade Campus, while blending in with the historical urban neighborhood. Physically redesign library to be “open” and accessible to the community. Incorporate more common spaces that can be shared by community members and students/student groups. Build an event / meeting space on campus. Reciprocate with local organizations that share their space with PCC and ASPCC. Add gateway signage at Moriarty Building that welcomes people to the PCC Cascade Campus. Redesign all campus navigational signage – avoid acronyms. 	<ul style="list-style-type: none"> Building design, add commercial on ground floor facing Killingsworth with retail that may have nothing to do with PCC. Rest of building, upper floors, backside of ground floor facing campus. GL Architecturally design building to create community connections and look outward. SS Create a more warm and inviting environment, especially on ground floor. JO Make campus more open with expansion, like common spaces that can be shared by community members, inviting neighbors to come onto campus, i.e. advertise PCC art gallery openings with neighbors. BF Create more meeting spaces for PCC and the community, will help create more connectivity with community. AK Incorporate more community space for meetings, events and gatherings. Would improve community’s perception of PCC: They are offering us space because they want us to come onto their campus. JL With improvements, create a large meeting space that the community can use to create more connections with PCC. GS PCC should be working the community to let them use its facilities during the slow, summer months. JO Building more community, event and meeting space as part of the bond capital improvements. AP Better signage for navigating campus. Add gateway signage at Moriarty building – Welcome to PCC Cascade. GS Redesign campus signage and signage placement. BF Create inviting signage that helps non-students navigate campus and feel more comfortable there. PW
Traffic patterns and increased traffic on Killingsworth. Reducing car traffic	<ol style="list-style-type: none"> Add yield signs at all intersections around campus. Incorporate traffic calming devices along Killingsworth. Analyze bus traffic and bus shelter design as part of the planning process. 	<ul style="list-style-type: none"> Need yield signs at the very least, at ped-auto conflict intersections. ID Create safer crosswalks across Killingsworth. LH Consider transforming Killingsworth into a bike-only street. HH Incorporate traffic calming devices along Killingsworth. AV Create one way streets so that traffic only goes one way by residents’ homes. BA Analyze bus traffic as part of the planning process. MM
Litter and Graffiti in neighborhood	<ol style="list-style-type: none"> PCC Cascade Campus joins McMenamin’s in its monthly neighborhood clean-up event and/or organizes its own monthly/biannual 	<ul style="list-style-type: none"> Use bond money to make it nicer, cleaner and safer here, which will draw in more people. WL PCC could organize a monthly/annual Neighborhood Clean Up or join other

	<p>event with ASPCC, local businesses and the Humboldt and Piedmont neighborhoods. Include food and fun family activities for local youth to participate.</p> <p>2. Partner with local businesses, local high schools and the City of Portland's anti-graffiti program.</p>	<p>business for monthly volunteer clean-up. LD</p> <ul style="list-style-type: none"> • PCC leads whole community to create a neighborhood clean-up event with fun family activities. ME • PCC should sponsor campus / community activities to clean up garbage and graffiti on PCC properties near Killingsworth Court and Borthwick Street. JO • Cooperate with city's anti-graffiti program. GL • Team up with City's Anti-Gang force to remove graffiti and gangs. DB
Dead zones along Killingsworth – PCC properties encourage increased criminal activity	<p>1. Program existing and new buildings with activating uses on the ground floor that are physically and visibly accessible to the community, i.e. art gallery, book store, coffee shop, Student Center, etc. and classrooms and faculty offices on upper floors.</p> <p>2. Relocate Art Gallery on the street for people and neighbors to see and visit.</p> <p>3. Redesign doors and window treatments for Campus bookstore so it is physically and visibly open to the community and provides more “eyes on the street” at the Albina/Killingsworth intersection.</p> <p>4. Put commercial space/storefronts on the first floor of a parking garage to increase “eyes on the street”</p> <p>5. Lease Paragon Club and Kanjay Buildings for commercial uses.</p> <p>6. Collaborate with PDC Interstate Urban Renewal Area Project team to improve public safety and economic vitality along Killingsworth business corridor.</p>	<ul style="list-style-type: none"> • Put PCC art gallery on corner of Killingsworth/Albina so walkers can see it from outside of campus. This corner is a great opportunity for PCC. Position an open door for gallery on the corner, or a sitting area by gallery. SS • Put PCC art gallery on the street for people and neighbors to see and visit. ID • Add gateway signage at Moriarty building – Welcome to PCC Cascade. GS • For PCC buildings, put retail on ground floor, classrooms above. TK • Put commercial on first floor of parking structure. BT • Work with people like Jane and other developers to identify land and opportunities for redevelopment and student housing. JO • Improve PCC wall frontage along Killingsworth with murals and/or art. Use local neighborhood artists. CPJ • Encourage Mississippi businesses to open second locations in this area – in PCC buildings. TK • Collaborate with PDC more. TM • Replace Unique Furniture Gallery building. TM • Would be great to see storefront remodel for other two corners of Albina and Killingsworth. BN • To alleviate crime around dead zones, open Paragon Club and Kanjay Building for commercial uses. BN
Loitering by	1. Purchase green house to the east of	• Purchase green house. Crowd of people sitting on EMT center walls are dealing.

<p>criminals in parking lots, on street corners, bus stops, benches and near PCC EMT building</p>	<p>the Public Services Building</p> <ol style="list-style-type: none"> 2. Partner with TriMet to redesign bus shelters to discourage criminal activity. 3. Work with TriMet to discuss relocation of existing bus shelters around the Killingsworth and Albina intersection. 	<p>PCC has to constantly patrol. JL</p> <ul style="list-style-type: none"> • Don't add benches around campus edges, will encourage loitering by drug dealers, etc. HJ • Have a conversation with TriMet re: bus shelter design so they don't attract or encourage unwanted activity. Good example is the shelter by City Hall. MM • Relocate one or all of bus stops at Albina and Killingsworth intersection. JM
<p>Lack of community partnerships and connections</p>	<ol style="list-style-type: none"> 1. PCC Cascade Campus sponsors student/faculty membership or board positions with local community organizations, i.e. CIO, Bradley Angle House, North Portland Library, Humboldt Neighborhood and Philippine American Chamber of OR. 2. Partner with local businesses, Humboldt and Piedmont neighborhood associations and PCC Desktop Publishing class to develop and publish an Area Walking Map. 3. Provide neighborhood residents (and especially youth) free membership to PCC gym. 4. Personally invite surrounding community groups to Cascade Campus/ASPCC sponsored events with, i.e. Adopt-a-Family, Halloween Party, African Film Festival, MLK speakers, etc. 5. Investigate how Reed College connects with its local community. Partner with local cultural organizations to host intercultural events for PCC students, non students and neighborhood residents. (CIO, APANO, PACCO, African American Chamber, North Portland 	<ul style="list-style-type: none"> • Open the library to community - physically open it up to Killingsworth. This will help increase eyes on the street. Good example is University of Oregon's library is open to the public, even at night. GS • Cascade sponsors student/faculty membership or board positions with local community groups. KJ • Reach out to the neighborhood more. Make human connections via public safety and community relations. HJ • PCC could help develop and publish an Area Walking Map, modeled on brochures for Mississippi and Alberta. WB • Provide neighborhood residents free access to PCC gym, akin to McMenamin's policy for Concordia residents and Kennedy School. ID • Open PCC gym to neighbors – free or nominal fee. AS • Give neighborhood clientele a little discount when enrolling at Cascade, akin to what Cascade Cycling does for local residents. PS • Use Cascade/ASPCC events to invite surrounding community to events like Halloween Party, Adopt-a-Family, etc. AP • PCC sponsor more intercultural events that promote cultures and the neighborhood, and create more networking opportunities with neighbors. LH • Cascade should combine National Night Out event with Peninsula Park and Humboldt Gardens. Redundant to host one at PCC, within blocks of other events. Good collaboration opportunity. ID • Provide more programs that invite non-students onto campus, i.e. National Night out, African Film Festival. Reed College is a good example to check. PW • Partner with HAP/ Plaza Townhomes to access WIFI. MD • Connect Falcon recording artists with PCC Cascade's Professional Music Program - production, mixing and recording. BW • Proactive partnering with Rosemary Anderson HS. JM • Like to see more formal collaborations with PCC. We want to know how we can rent rooms, organize info and speaker exchanges between BA and PCC. We can

	<p>Library, Jefferson High).</p> <p>6. Collaborate with local organizations to host one National Night Out event (verses two a few blocks apart)</p> <p>7. Encourage collaboration and communication between PCC Art and Professional Music Program faculty and Falcon Art Community via invites to gallery openings, invite Falcon Art Community members to speak to classes/students, organize field trips to artist studios, host Falcon artist shows and talks at PCC Art Gallery, and organize “artist in residence” exchanges.</p> <p>8. Encourage collaboration with Bradley Angle House and PCC Women’s Resource Center, i.e. invited speakers, resource during Domestic Violence Week, PCC volunteers with BA, Adopt-A-Family partnerships, mentoring, etc.</p> <p>9. Convene a neighborhood business /PCC Cascade leadership working group to brainstorm ideas for encouraging student, faculty and staff patronage of local business community.</p>	<p>be a resource to PCC too. MD</p> <ul style="list-style-type: none"> • PCC leads whole community to create a neighborhood clean-up event with fun family activities. ME • Cascade hosts a farmers’ market on weekends. The more PCC can promote and support community, the better. ID, CPJ • Let local businesses advertise on campus, offer student discounts, etc. BT • Establish an electronic community bulletin board for local businesses to market to PCC students and faculty. PS • Encourage PCC students to leave campus and patron local businesses and restaurants. BN • Change PCC policy in bookstore to encourage students to patron local businesses, markets and restaurants.HN • Incorporate local businesses and community into the PCC campus. HH
Lack of African American instructors at Cascade	<p>1. With African American community leaders, organize a brainstorming session to discuss recruitment challenges and ideas to identify potential candidates in the future.</p>	<ul style="list-style-type: none"> • Hire more African American Instructors at Cascade. BF • PCC could help increase middle class Africans in the community by hiring more African American instructors. ID • Hire more local minorities at Cascade campus. BT • Partner with local non profits to recruit diverse workforce. CPJ

Feedback on Vision Document: Question 8

Stakeholders provided feedback on PCC's Draft Vision Statement for Cascade Campus. In most cases, stakeholders received the draft document via email prior to the interview. Most liked the intent and language in the document overall; however, several noted concerns about the "devils in the details" and "I'll believe it when I see it" – curious to see if PCC follow its own vision document guidelines. Many took the time to review the document, with an eye to making it stronger and more meaningful when implemented.

Positive comments regarding the Vision Document:

- "I really like 'help develop Killingsworth / Albina area into natural gathering place. Addresses inward looking nature of PCC."
- "I like 'help develop Albina and Killingsworth district into a natural gathering place for the greater N/NE Portland community."
- "I like the preamble and the language supporting Killingsworth corridor."
- "I like the openness language on second page. Overall sounds good."
- "I like improve quality of campus and climate and its influence..."
- "Keeping historical quality of storefront commercial area is good."
- "Looking forward to going back to school at Cascade after reading Vision,"
- "Employer point very good! Promoting uniqueness of neighborhood is great. LEED/Sustainability good. Don't see anything missing."
- "Glad to see pull for historical aspects. Being a dangerous area is not the area's history. I think vision is great, as long as it's mindful of area's history."
- "I like the vision document and the ideals of it. Increasing values of the area. Torn about gentrification issues. People who own property get to sell, but renters get displaced. Could create a culture of displacement around Cascade."
- "Great to address neighborhood history and partnerships with business."
- "Like 'uniqueness of the neighborhood history.' It's an old neighborhood and that is important. Love 'natural gathering place.'"

Cautious Comments:

- "With a portion of the community, PCC lost its credibility with the last bond measure. This time if you have it in writing – the Vision document – and you don't follow through, PCC will lose all community trust."
- "General opinion, all good words, but my take is that it was marketed this way in the past but it didn't manifest as promised. There is nothing on current campus that honors *historical architecture* or *neighborhood diversity*. That's not apparent in the current campus. Everything looks new and doesn't meld into neighborhood as a whole. Don't promise what PCC can't deliver. PCC overpromised in the past – now look at buildings on Killingsworth. Street to tall buildings, no step up, all the same wall and brick on Killingsworth."

- “The historical architecture around here is amazing with tones of character. PCC buildings don’t attempt to continue the neighborhood character. They are more sterile, institutional. It would be great if PCC could expand in a way that promotes the neighborhood’s architectural history and character.”
- “It’s benevolent, community thinking. Let’s hope it’s followed when PCC starts design and construction. Please stick to it.”
- “Vision makes sense if PCC can do without negatively impacting individuals.”
- “Very general document when I read it. Don’t remember specific much.”

Suggested changes for DRAFT Vision Document

Suggestion	Addition to or Reference in DRAFT Vision	Provided by
1. “Reuse, don’t tear down Telephone Exchange building per your Vision’s Sustainability goals.”	“Promote the uniqueness of the neighborhood’s history, architecture, diverse culture and urban location.” “We will set a high bar for sustainability, in keeping with the overall PCC bond program’s goal of LEED Silver certification.”	Piedmont Neighborhood leader
2. “Don’t see anything about building PCC’s long-term relationship or commitment to the community. What is PCC giving back to this neighborhood?” “ 3. What will maintain PCC’s relationship with neighborhood after the buildings are built?”	“Building (or sustaining) long-term relationships or commitment with the community” is not in the draft language.	Business owner and immigrant
4. “We will partner with organizations that can help achieve...” emphasize long term, ongoing to achieve community vision and goals.	Same as above – emphasize long-term relationships and commitment to the community.	Executive Director with local organization
5. Revise” We will design new structures that <i>respect community needs</i> – change it to <i>will meet community needs.</i> ”	“We will design new structures that respect community, promoting campus/community connectivity....”	Leader with local organization
6. “Need a goal for getting people out their cars. Maybe attach to Sustainability clause?”	Add clause addressing PCC’s sustainability commitment with regards to reducing automobile commutes and promoting alternative modes of transportation.	Manager for local retail shop
7. “Nothing in Vision regarding feeling safe, security and cleanliness.”	Add clause addressing PCC’s commitment to working with the community to create a safer and cleaner neighborhood.	Business owner and immigrant
8. Doesn’t refer to transportation at all, i.e. transit, bus shelters or parking	Could incorporate suggestion into new clauses addressing Sustainability/Transportation and Creating a Cleaner and Safer neighborhood.	Property manager with local corporation
9. “Seems a little cut and paste, generic, no unique words in the text. Doesn’t explicitly say what you will do. Be	Review clauses	Director with community

more specific, concrete, stronger language. Be bolder, less about mitigation, more about contribution. For example, say “we are committed, we are dedicated, we will honor the African American community and we will contribute to area’s....”		organization
10. Add property owners (commercial) on 7 th bullet, second page.	Clause: We will partner with other organizations that can help achieve this Vision..... <i>need to add commercial property owners.</i>	Business Owner and immigrant
11. “PCC should involve Portland Police in planning process to create crime-prevention landscape design on the edges of campus (CEPTEP)”	Could add Portland Police to the list of people “We will partner with other organizations that can help achieve this vision, such as....”	Property manager for housing community

Effective Engagement Strategies and Tools: Questions 9-11

Will complete next

Conclusions

To be developed after final report has been reviewed

Business Owners	<ul style="list-style-type: none"> • Coffeehouse5 • Royce's Prop Shop • Cascade Cycling • Enat's Kitchen, McMenamin's • Nelly Kelly, Northstar Ballroom • Sam Brooks and Associates • United Engineering 	<ul style="list-style-type: none"> • African International Food Market • Quick for Less Market • Tuff Luck Deli, Lao Vieng Market • In and Out Market • Nationwide Insurance • Tienda y Video Leonardo 	17
Community Newspapers	<ul style="list-style-type: none"> • The Skanner Newspaper • The Asian Reporter 		2
Property Owners	<ul style="list-style-type: none"> • Falcon Arts Apartments • Green Apartments • Olsen Apartments adjacent to I-5 • Mason Hall / Chapel Hill Pub/ McMenamin's HQ • Building on SE corner of Albina and Killingsworth • Saraveza building 		13
Local Residents	<ul style="list-style-type: none"> • Humboldt, Piedmont and Overlook • Adjacent and non-adjacent residents • Renters and homeowners 		20
Faith-based representative	<ul style="list-style-type: none"> • Piedmont Church of Christ • Emmanuel Temple 		5
Non-profit organization	<ul style="list-style-type: none"> • North Portland Library • Bradley Angle House • Asian Pacific American Network of Oregon (APANO) • Philippine American Chamber of Commerce of Oregon (PACCO) • Center for Intercultural Organizing (CIO) • African American Chamber of Commerce • Oregon Association of Minority Entrepreneurs (OAME) 		11
Education Institution	<ul style="list-style-type: none"> • Rosemary Anderson High School/POIC • Self Enhancement Inc. 		2
Housing Organizations	<ul style="list-style-type: none"> • REACH – McCuller Crossing • Housing Authority of Portland – Plaza Townhomes • Guardian Management - Cascadian Terrace 		6