

**WEST CLINTON ACTION PLAN**

Submitted to the Bruner Foundation  
by REACH Community Development, Inc.  
November, 1990

**ABSTRACT**Project Title West Clinton Action PlanLocation Portland, Oregon

Describe the important characteristics of the project, how it was developed, and in what ways it is exemplary. This Abstract will be among the materials sent to Selection Committee members prior to the Committee's first meeting.

The West Clinton Action Plan is a comprehensive revitalization strategy for an eight block by nine block area in inner Southeast Portland. The project was initiated by REACH, a private, non-profit community development corporation and is supported by the local neighborhood associations, residents of the target area, and the City of Portland. The project was developed to:

- \* Identify a small target area in need of concentrated revitalization
- \* provide local residents with an opportunity to develop a plan to improve their community
- \* serve as a blueprint for coordinating public and private investment in a more effective manner
- \* focus housing rehabilitation activities in a target area and supplement them with related community strengthening programs for maximum impact
- \* revitalize a community while maintaining and preserving architectural integrity, community values and character.

There are several important characteristics of the West Clinton Action Plan.

- \* It is the first time a community development corporation has undertaken a planning effort of this magnitude in Portland with REACH serving as the planner, developer and implementation coordinator.
- \* The project has wide community support and involvement.
- \* The project was developed with a low budget and is successfully providing significant, measurable results.

Before selecting West Clinton as the target area, existing data on vacant and deteriorated housing in inner Southeast Portland was mapped from the region and a 12 point survey of neighborhood conditions, property upkeep and street safety was collected. Areas with low survey scores were analyzed and compared to identify a neighborhood with the most potential for a successful revitalization program. The Inner Southeast Coalition of Neighborhoods assisted REACH in examining survey results and selecting the target area.

Once the target area was selected, REACH and neighborhood residents conducted a door-to-door survey, held three community planning meetings, and formulated the improvement plan. REACH also obtained a commitment from city agencies to participate in the plan's implementation. The planning phase of this project was completed in six months with a budget of only \$7,080, and the plan was adopted by neighborhood residents in June, 1990.

The West Clinton Action Plan is now five months into the implementation phase. Already, substantial progress has been made and visible changes are occurring in the community. The plan includes seven goals which REACH anticipates meeting by coordinating the work of neighborhood residents, local businesses, Portland area volunteers, city agencies and local non-profit organizations in West Clinton.

To date 16 deteriorated housing units have been purchased by REACH; six are undergoing rehab now, 10 more will be rehabbed over the next nine months. Three houses were painted by volunteers during a corporate sponsored paint-a-thon. Monthly community meetings have been held to discuss targeted building code enforcement, low cost weatherization, community safety, zoning issues and future public improvements planned for the area such as street trees, a mini-park and street paving.

Longrange effectiveness of the plan will be assured by the establishment of a pool of quality, affordable housing in the area, the increased level of community involvement and pride, and the possibility of replicating this program in other troubled neighborhoods.

**PROJECT PROFILE**

(Please limit answers to the space available on these pages)

Project Name West Clinton Action Plan

Location Inner Southeast Portland

Owner N/A

Project Use(s) Community revitalization and low income housing development

Project Size 8 block by 9 block neighborhood Total Development Cost \$1,360,000 over 2 1/2 years

Application submitted by:

Please indicate how you learned of The Rudy Bruner Award in Urban Excellence.

Name Dee Walsh

From the Community Information

Title Executive Director

Exchange newsletter

Organization REACH Community Development, Inc.

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Signature Dee Walsh, Executive Director

**Key Participants\* (who were instrumental in the development of this project)**

Organization	Key person	Telephone Area Code: 503
■ Public agencies <u>Office of the Mayor</u>	<u>Mayor Clark</u>	<u>243-4120</u>
<u>Bureau of Community Development, City of Portland</u>	<u>J. Daniel Steffey</u>	<u>796-6001</u>
■ Developer <u>REACH Community Development, Inc.</u>	<u>Dee Walsh</u>	<u>231-0682</u>
■ Professional consultants:		
Architect _____	_____	_____
Landscape architect _____	_____	_____
Urban designer _____	_____	_____
Planner <u>Residents of the West Clinton neighborhood with REACH Community Development, Inc. and Portland State Graduate Students</u>	<u>Dee Walsh</u>	<u>231-0682</u>
Lawyer _____	_____	_____
Other <u>First Interstate Bank</u>	<u>Janice Wilson</u>	<u>225-2720</u>
■ Community group(s) <u>West Clinton Task Force</u>	<u>Pat McMahon</u>	<u>232-5126</u>
<u>Inner Southeast Coalition</u>	<u>Ky Holland</u>	<u>778-6480</u>
<u>Hosford Abernethy Neighborhood Development Association</u>	<u>Bob Elliot</u>	<u>244-8872</u>
■ Sponsor <u>REACH Community Development, Inc.</u>	<u>Dee Walsh</u>	<u>231-0682</u>

\* If necessary, attach an additional sheet, to identify others who should be credited in the development of this project.

1. Describe the characteristics of this project: the important aspects of the project's design, development, and public approval process.

**DESIGN:** The West Clinton Action Plan represents the first time a community development corporation has initiated a revitalization plan for a low income target area in Portland, Oregon. The design provided for high citizen involvement in selecting a target area, developing project goals and implementing the plan. The plan is designed to focus housing rehabilitation efforts in one area and to build on those efforts by initiating related community strengthening programs. By coordinating resources in a small area, the plan will have a strong, positive impact.

**DEVELOPMENT:** REACH is committed to purchasing the most deteriorated houses in the neighborhood. These houses will be rehabilitated using a variety of financing strategies and rented to current and future low income tenants. Costs will be held to a minimum by using volunteer labor and by attracting corporate contributions. The rehabilitated houses will provide an ongoing resource of affordable housing for the neighborhood and greatly enhance the area's physical appearance.

**PUBLIC APPROVAL:** The West Clinton Action Plan has had high levels of public approval. The Inner Southeast Coalition of Neighborhoods reviewed and approved the original concept and assisted REACH in selecting the target area. Residents in the target area were surveyed and attended community meetings to identify needs and develop the plan. The plan was also approved by the Mayor and the Bureau of Community Development resulting in West Clinton being named a "revitalization focus area" eligible to receive city funds. Other city agencies are supporting the plan by implementing parts of it, and volunteers from around the city are showing their support by donating their time and labor.

2. What makes the project exemplary? Why does it merit The Rudy Bruner Award for Excellence in the Urban Environment?

This project is exemplary because it was initiated by a private, nonprofit community development corporation, and because it involves high levels of support and involvement by area residents and city government. It is a comprehensive revitalization program working to preserve neighborhood character and values while improving the neighborhood's appearance, safety and livability. The limited resources of the nonprofit organization are supplemented through the involvement of city and state agencies, private investors, local corporations and other nonprofits. The plan is also exemplary because citizen participants played a fundamental role in identifying area needs and developing the action plan.

In addition, the West Clinton Plan is replicable and offers an outstanding example of innovative targeting strategies and mixed public/private financing packages.

The West Clinton area has a recent history of low investment, little community involvement and a negative self-image. The West Clinton Plan is exemplary in that it has stimulated investment in the community and greatly increased citizen involvement. Through the development of the plan residents are working to control their own destiny by improving their neighborhood and bolstering community pride.

3. What were the significant dates of the project's development and when was it completed?

January 1990:	Planning process started
January - March:	Target area criteria and selection discussed with Inner Southeast Coalition
April - June:	Neighborhood survey completed, three community planning meetings held in West Clinton
June:	Plan adopted
August:	Final document published/Implementation started

4. What urban issues did this project address? Were there issues that, in your judgement, might have been addressed but were not?

The West Clinton Action Plan addressed seven main urban issues as identified by residents in the neighborhood survey and community meetings. The plan is designed to:

- \* reduce the conflicts between business/industry and residents (such as conflicts over truck traffic, noise and land use)
- \* improve the condition of owner occupied and rental housing
- \* improve neighborhood safety and livability
- \* increase the level of citizen involvement and community pride
- \* create supervised areas for children's activities
- \* create an attractive and clean neighborhood free from abandoned vehicles and debris
- \* increase the number of homeowners and resident landlords

One area not directly addressed is that of jobs and economic development. These issues did not surface as neighborhood needs in the planning process and as a result were not addressed in this document. If these issues do come up, REACH will work to link citizens with the appropriate agencies/programs.

5. What were the goals of this project? To what degree were they met?

The overall goal was to provide a forum and resources to develop a community based improvement plan for a targeted area in need of revitalization. As the plan was developed, residents determined seven goals to address during the implementation phase (see #4 - "Urban Issues").

REACH has successfully:

- \* Presented the plan to the city resulting in West Clinton being designated a "revitalization focus area" eligible to receive city funds
- \* Purchased 16 deteriorated housing units
- \* Begun substantial rehabilitation on six units
- \* Organized a paint-a-thon with corporate sponsorship (three houses were painted by 23 volunteers)
- \* Negotiated with the city to create a buffer zone overlay between the industrial and residential zones
- \* Increased citizen involvement in the neighborhood association
- \* Obtained a grant to plant street trees throughout the neighborhood
- \* Beg n programs for self help weatherization and targeted building code enforcement
- \* Obtained a commitment from the city to fund a mini park and make street improvements

6. Describe the financing for the project. Was it unique or innovative? in the area.

Funding for the planning phase was provided by the Bureau of Community Development (BCD) in the form of a Neighborhood Self-Help Grant. Graduate students and neighborhood residents helped conduct much of the research, keeping planning costs low. After the plan was completed, the BCD also funded a half-time coordinator at REACH to oversee implementation of the plan. The State Housing Agency provided \$4,000 to help cover development costs.

Housing acquisition and renovation has been financed through the Portland Development Commission's low interest loans and through private lenders using the State of Oregon's Lenders Tax Credit program, which reduces interest rates by 4%. Renovation costs have been kept to a minimum by using volunteers and corporate donations.

Other public improvements are being financed by obtaining donations and small grants, utilizing volunteer energy and redirecting existing city funds or programs in the area. The financing is innovative in that it actively recruits existing programs and leverages public money with private investment. By coordinating public and private resources in one area the West Clinton Action Plan maximizes the effectiveness of all programs and facilitates marked improvements.



## PUBLIC AGENCY PERSPECTIVE

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name J.E. Bud Clark Title Mayor  
Organization City of Portland Telephone ( 503 ) 248-4120  
Address 1220 S.W. Fifth Avenue, Portland, Oregon 97204

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1. What role did your organization play in the development of this project?

In 1989 the City began a Neighborhood Revitalization Program to support community initiatives and demonstrate the effectiveness of a concentrated and coordinated approach to revitalizing troubled neighborhoods. The West Clinton area has been designated as a revitalization focus area under this program. The City has supported REACH with funding for planning and community organizing activities of the project. We also expect to fund several components of implementation including housing redevelopment and neighborhood improvements.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

This project was initiated at the community level. The City did not impose specific requirements, but has a primary concern for citizen participation in neighborhood action planning. I have been particularly impressed by the level of community involvement and consensus that REACH has achieved in developing this project. They have involved the Inner Southeast Neighborhood Coalition, the Hosford-Abernathy Neighborhood Association, and significant numbers of area residents.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The West Clinton Action Plan will benefit the urban environment by providing a comprehensive approach to revitalizing a neighborhood target area. It will demonstrate the importance of grassroots action planning and the complementary roles of government programs and citizen initiatives in turning around a troubled neighborhood. I am closely watching this project as a model for future revitalization projects.

4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

The West Clinton Project has been very successful to date. The planning process was thorough, systematic and developed community consensus. The project is now early in its implementation phase and is showing considerable support and success. Vacant property acquisition and rehabilitation is on schedule, capital project planning is proceeding, and self-help activities (weatherization training, paint-a-thon, street tree planting) are being implemented.

5. What about this project would be instructive to agencies like yours in other cities?

The West Clinton Action Plan will show that community-based action planning is an essential component of neighborhood revitalization. The energy and commitment of area residents developed in the planning process and in project implementation are essential complements to traditional public interventions such as housing redevelopment and neighborhood improvement projects. Without this grassroots commitment, public investments do not have nearly the same lasting benefit. This project will show the benefits of "developing community" rather than simply doing "community development" projects.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Five years from now I will look to see a strong and active neighborhood. Community pride will be evident in the urban landscape--occupied and well maintained housing, viable commercial businesses, clean streets and sidewalks, and safe play areas. Area residents will organize regular events and projects to help neighbors in need and to reinforce their sense of place. Demand for public services such as code enforcement and public safety will have decreased. Private investment in the neighborhood will have increased.



## PUBLIC AGENCY PERSPECTIVE

This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name J. Daniel Steffey Title Director  
Organization City of Portland, Bureau of Community Telephone ( 503 ) 796-5158  
Development  
Address 808 S.W. Third Avenue, # 600, Portland, Oregon 97204

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1. What role did your organization play in the development of this project?

The City provided funding to support the initial project planning activity and is now funding the Community Organizer position for project implementation. The West Clinton Project Area has been designated as a focus area under our Neighborhood Revitalization Program. This means that the City has committed to tailoring programs to meet the special needs of the area, to seek resources for special projects and to encourage the participation of other public and private agencies. We recently agreed to fund the street tree planting project, and have pending budget requests for street and park improvement projects. In addition, our code enforcement programs and housing repair programs will be specially marketed in the area.

2. Describe what requirements were made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

REACH initiated the West Clinton Project as a way to focus their Vacant Property Acquisition Program funded by this office. While this was not a requirement of our funding, we support their commitment to maximize the effectiveness of the program. We also applaud their interest in addressing a wide range of neighborhood needs, not just housing redevelopment. Since the project is being monitored to determine if it is a replicable model for neighborhood revitalization we were concerned that the targeting and planning process was systematic and well documented. REACH has done an excellent job developing community consensus and commitment.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, these intentions changed over the course of the project. What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

This project is intended to show the effectiveness of concentrating resources to revitalize a small focus area. Because of reductions in federal community development funds the Bureau is unable to fund large new programs so it was important to look at a cost effective revitalization strategy. The West Clinton Project will focus the work of the community development corporation, tailor existing public programs and services, and add new grassroots self-help initiatives. The planning phase was quite successful; implementation is just beginning. At this point we are very pleased with the project and wouldn't recommend any changes.



4. Describe any data you have that document the impact that this project has had on its surroundings and the people in the project area. Attach supplementary materials as appropriate. What have you observed of the project's impact?

The project planning process involved significant numbers of area residents. The first needs survey gathered responses from over 40% of the households in the focus area and the first planning workshop had representatives from more than 10% of the households. The citizens of the area have become active and are committed to the project. REACH has already acquired nine properties and begun rehabilitation. We are currently coordinating the marketing of public housing repair programs for homeowners and rental properties. Self-help projects including a paint-a-thon, weatherization training and a street tree planting project are underway. A buffer zone has been created between the industrial and residential area, and a traffic management project is exploring ways to prevent commercial traffic encroachment.

5. What about this project would be instructive to agencies like yours in other cities?

We expect that the West Clinton Project will demonstrate four important lessons for community development agencies:

- \* that community-based planning works and can effectively meet both neighborhood and local government objectives;
- \* that community-based planning creates a sense of ownership of the project which will attract resources and maximize project impact;
- \* that a concentrated community development program in a small focus area will effectively turn a declining neighborhood around; and
- \* that government programs can be more effective when they are coordinated and tailored to meet the special needs of an area.

6. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Five years from now we expect to see improved neighborhood livability in West Clinton including visual appearance, housing condition, use of commercial spaces, increased public safety, and increased citizen involvement. These benefits will be gained in a cost effective manner by attracting private resources for community-based revitalization projects and successfully coordinating public programs. These neighborhood improvements should result in higher levels of private investment in the neighborhood and lower demands for public services. From this demonstration project we would hope to see REACH and other community-based groups pursue similar projects in other parts of the city.

# COMMUNITY REPRESENTATIVE PERSPECTIVE

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided

Name PAT McMahon Title HAND VICE-CHAIR WEST CLINTON RESIDENT  
Organization HOSFORD ABERNATHY NEIGHBORHOOD DEVELOPMENT  
Address 3111 SE 18<sup>th</sup> PORTLAND OR 97202

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Signature Pat McMahon 11-21-90

1. How did you, or the organization you represent, become involved in this project? What role did you play in it?

I became involved with this project as a member of the HAND board and as a resident of the target area. The HAND board had always targeted the West Clinton area, and when REACH came to us to spearhead our concerns and desires, I excitedly helped out. I have been to all planning and general meetings of the West Clinton plan, helped in the interviewing of the coordinator, and as a HAND Board member I am the chair of the West Clinton sub-committee.

2. From the community's point of view, what were the major issues concerning this project?

The community's major concerns were the decline of livability in the West Clinton area, and the reasons for the decline such as business/residential encroachment, rising crime rates, and high owner absentee rates.

3. What other community organizations or institutions, if any, were involved? How were they involved?

Two other community groups were involved. They were HAND and the Inner Southeast Coalition of neighborhood associations. HAND was behind REACH from the start and various board members helped in the initial residents survey and in the following Action Plan meetings. ISEC helped in the discussions and planning stages of the Action Plan meeting.

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4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

The public review process was the whole process. Community members were present during all stages of the plan's development. From the start of the rough draft to the final copy the community members were the review process. REACH only did what the community wanted.

5. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what, if anything, would you do differently?

The only trade-off was that only one area was selected for the project, with six to ten others still needing a project such as the West Clinton Plan. We had many compromises, with people at the meetings all wanting improvements/actions done on their blocks. The majority had to pick our most important improvements/actions and leave others unfulfilled.

6. How has this project made the community a better place to live? Please be as specific as possible.

With the project only a couple of months into the implementation stage, the neighborhood already has several houses that have been or are being renovated. The area now has signs welcoming people to the neighborhood and we are now working on a street tree planting scheduled for February. The community is a better place to live.

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7. If a community group came to you for advice in carrying out a similar project, what would you tell them?

If I were asked for advice I would have to tell them to ask REACH for the help. REACH has done, and is doing a tremendous job in the West Clinton area and I believe would have no problems carrying out a similar project for any other neighborhood group.

8. Why do you think the project should win this award?

The HAND Board has always wanted to do what REACH is doing. We never had the time or drive to start and finish such a project. REACH has used its resources to band together a diverse group of participants from city bureaus, other non-profits, neighborhood businesses and the neighbors themselves to start and one day finish the Action Plan. REACH and the West Clinton Action Plan are deserving of the Bruner Award.

9. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

The goals of the action plan are designed to be ongoing, even when REACH is through. The goals are designed to be carried out by the community and its members. If in five years the goals are still being met and worked on by the community then the project will be still successful.



## DEVELOPER PERSPECTIVE

This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

Name Dee Walsh Title Executive Director  
Organization REACH Community Development, Inc. Telephone ( 503 ) 231-0682  
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Signature Dee Walsh, Executive Director

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

REACH, a private, nonprofit community development corporation, was the planner, developer and implementator of the West Clinton Action Plan. REACH develops, owns and manages 426 units of housing for low income people in inner southeast Portland. As part of REACH's Five year Planning process, REACH decided to focus its housing rehabilitation efforts in a target area and to develop a comprehensive plan for improvement projects that would support these housing efforts. The West Clinton Action Plan was developed as a result of this goal.

As the developer, REACH has begun to purchase and renovate many of the worst deteriorated houses in the neighborhood (16 units). REACH obtained private and public financing for housing acquisition and rehabilitation. REACH also purchased three vacant lots. Two will be used as a mini-park and one will have infill housing built using a community college building construction class.

2. What, if any, modifications were made to the original proposal as the project was developed? What trade-offs or compromises were required during the development of the project?

As the West Clinton Action Plan was developed, REACH worked with the community to modify strategic actions to reflect what was feasible given the limited availability of resources. For example, it was not possible to build a new library in the neighborhood, so REACH is working with residents to better utilize an existing facility in a nearby neighborhood.

In developing housing, REACH has had to modify rehabilitation plans to fit project budgets. To further reduce rehabilitation costs, REACH has used volunteer labor and corporate contributions. Using volunteers is staff intensive for REACH, but provides long term benefits for the community through lower project costs which result in reduced rents for neighborhood residents. Using volunteers often increases the time it takes to rehabilitate a property, but REACH feels this compromise is worthwhile given the benefits cited above.

3. What, if any, innovative means of financing the project were used?

REACH has coordinated a diverse financing package for the West Clinton Action Plan. To implement housing development REACH has extensively used a new state-wide Lender's Tax Credit Program. This program allows private lenders to lend to nonprofits at 4% below prime to finance housing for low income residents.

To develop the overall plan and to staff the implementation phase, REACH obtained grants from both City and State sources. A separate grant has been secured to fund the planting of street trees in West Clinton. REACH has also coordinated innovative means of support from private corporations and groups. A local television station and a paint store co-sponsored a Paint-a-Thon to paint three houses in the West Clinton neighborhood. In addition, local political candidates have helped demolish the interior of a burned out house prior to rehabilitation.

4. How did the financial benefits and economic impacts of this project differ from other projects? How does the project's quality relate to the financial goals?

The financial benefits and economic impacts differ from other projects in that REACH will maintain ownership of the renovated housing thus insuring that a permanent source of affordable housing is created for the community. Because REACH's office is adjacent to the target area, and because we have a long term investment in the community, REACH will continue to stay involved in community improvement efforts after the formal implementation stage is completed. The amount of public and private investment that REACH has been able to bring to the community (approx. \$700,000) far exceeds any previous revitalization investment in this area or other similar low income neighborhoods in Portland.

5. What was the most difficult task in the development of this project? What was the least successful aspect? With hindsight, would you do anything differently?

The most difficult task in developing housing in this area has been to coordinate public agency participation to meet acquisition deadlines. REACH took out options on several properties and initially went to the City's Portland Development Commission (PDC) to obtain acquisition and rehabilitation financing. The PDC said that they could not process all of our applications at once, thus we had to seek private financing to acquire some of the properties.

The private lenders moved quickly, but in order to obtain favorable financing rates we had to submit applications to the State to utilize their Lenders Tax Credit program. Since this program is new and the rules are vague, utilizing the program involved extensive negotiations and exchanges of information prior to state approval. As this took time, we were constantly bumping up against option deadlines. If we were to do this many rehabilitation projects at once again, I would try to negotiate longer options with the sellers to accommodate bureaucratic delays.

6. What about this project would be instructive to other developers?

REACH began purchasing property before the plan was published to avoid the possibility of having housing prices increase due to speculation by property owners. This is probably a good idea any time a large amount of public investment is targeted for one area.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Currently, the median household income in West Clinton is \$12,400 and the median household size is 2.3.

In five years, this project would be successful if all of the deteriorated housing was improved and if the residents who currently reside in the area could still afford to live in the community.

## OTHER PERSPECTIVE

Name Janice Wilson

Title Senior Vice President

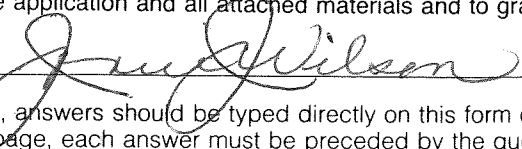
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Signature



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1. What role did you play in the development of this project?

First Interstate Bank of Oregon has provided financing to acquire nine units of deteriorated housing in the West Clinton target area. REACH worked with First Interstate and the Oregon Housing Agency to utilize the Oregon Lender's Tax Credit Program. This program allowed us to provide low interest financing which allowed REACH to keep rents affordable to low income families. To date First Interstate has provided \$228,871 in financing to REACH for the West Clinton project.

2. From your perspective, how was this project intended to benefit the urban environment?

In developing the West Clinton Improvement plan REACH took an innovative approach to developing a comprehensive plan for a small target area. It is REACH's intent to focus their housing rehabilitation activities in this area, and to bring other public and private resources to the area, to significantly improve the appearance and livability of the community. REACH has begun to purchase and rehabilitate the majority of vacant and deteriorated houses in the neighborhood. This will certainly improve the urban environment.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

According to REACH's research there was only one house purchased with conventional financing in the previous year in the target area and very little new private or public investment had occurred. Since REACH began the West Clinton project they have pumped \$426,471 of investment into the area. A total of 16 units of housing will be purchased and renovated with these funds over the next 10 months. All but five of these deteriorated units are occupied. Renovation of this housing will improve the daily life of the residents by giving them safer, sounder and more aesthetically pleasing places to live. The renovated housing will also improve the appearance of the neighborhood for everyone who lives there.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

First Interstate did not participate in the planning stages of the project. REACH presented us with loan applications and a narrative describing the West Clinton Plan. We felt the plan represented a sound approach to community development and a good opportunity for us to invest in the community.

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5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

The West Clinton Plan has been in progress for just a few months. So far the accomplishments have been significant in terms of the amount of investment being made in the neighborhood, the increased citizen involvement and the public and private support. To date, I can not identify any unsuccessful aspects of this project.

6. What can others learn from this project?

The West Clinton Plan can show others the impact that a community development corporation can have on a community when it takes a comprehensive approach to revitalization. The West Clinton Plan also is a good example of how private and public resources can be used to achieve community goals. Others can also learn the positive impact a lender can have actively participating in community reinvestment.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

In five years we would expect that REACH would have the most deteriorated housing fully renovated and occupied by low income families. We would also anticipate that REACH would continue to work with the community to implement various improvement projects and that property values would increase, as would private investment in the community.



## OTHER PERSPECTIVE

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Signature 

If possible, answers should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. Please limit answers to the area provided.

1. What role did you play in the development of this project?

The Inner South East Coalition (ISEC) had been working to insure that distressed areas of South East Portland would be considered for targeted City assistance and resources. ISEC worked with REACH over seeing the process of identifying potential areas for targeted work and then final selection.

2. From your perspective, how was this project intended to benefit the urban environment?

The project incorporates a philosophy of involving the residents of the area in decision making so that the needs and solutions are theirs. The benefit from this is gaining the support and ownership of the residents to the area and achieving a long term revitalization to the area.

3. Describe the impact that this project has actually had on its surroundings and on the people in the project area. Include any data or supplementary materials that support your conclusions.

The project is successfully drawing the involvement of the residents of the area and strong coordinated support from the neighborhood association and the city. In addition the project plan is showing how existing resources and programs can be pulled together to make a cohesive and effective strategy for target area revitalization. Ultimately we have seen a renewed personal ownership for the area, which is the most important step in turning an area around.

4. What trade-offs and compromises were required during the development of the project? Did you participate in making them?

The major trade offs and compromises were in deciding what criteria to use in selecting the target area. Then it was necessary to get the agreement and support for the highest priority area.

5. What was the least successful aspect of the project? With hindsight, what would you now do differently?

In the future it would be beneficial to further develop the process of identifying the potential target areas. The process used involved a lot of subjective evaluation that may be refined in the future so that this step can be done more directly by area residents.

6. What can others learn from this project?

The project has been significant in showing that an area can quickly develop a plan and begin the work of revitalizing by taking advantage of existing services and requiring little money. The plan developed is also a useful blue print for other areas to use both in terms of process but also the content of issue and solution identification.

7. If, five years from now, you were to judge that this project was still successful, what characteristics would convince you of that fact?

Characteristics would be:

- High citizen involvement in the local area and the neighborhood association.
- Involvement of residents in issues around them such as the new OMSI museum development.
- Increase owner occupied residences.
- Low vacancy - commercial and residential
- Low crime with an active Block Watch program
- Investment in new construction and further rehabilitation.

# PROFESSIONAL CONSULTANT PERSPECTIVE

Professional consultants were not used for the West Clinton Action Plan. Program design and implementation was coordinated by REACH Community Development, Inc., in conjunction with the local neighborhood associations and area residents.