PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

Sellwood Community Center Business Plan

Fiscal Year 2011-12

Sellwood Community Center

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Introduction

The purpose of program-level business planning in Portland Parks & Recreation (PP&R) is to provide a practical tool so that staff and managers for each program, and throughout the system, can have a common understanding of:

- The daily work that needs to be accomplished to meet the vision, mission, and goals of the program and Bureau.
- What services and activities exist and in what priority.
- How success of service and activities is measured.

The centerpiece of this 3-year business plan is the annually updated Business Action Plan (BAP), which shows the relationship of the Bureau's strategic plan to the program's goals.

The BAP discusses the tactical approach to meeting prioritized goals, including what actions will be taken, expected results, how results will be measured, and needed resources. It will be used throughout the year by staff and managers to track progress toward stated goals, and updated annually to:

- Identify trends and customer needs across the system.
- Reflect on current performance and set goals for future performance.

The annual process will ensure that resource needs are thoughtfully identified; available in the current budget; or ready for budget submittal, ordinance, and/or other process needed for implementation.

Executive Summary

Introduction

This business plan has been prepared to describe and guide programming at Sellwood Community Center (SLCC) over the next three years, with annual updates to the Business Action Plan.

Business Profile

SLCC recently celebrated its 100th birthday. The building was originally constructed as a residential hotel for men, became the first branch of the YMCA in the City of Portland, and was purchased by the City of Portland in 1920 to serve as a community center. The building is a City of Portland Historic Landmark, and it was placed on the National Register of Historic Places in 2006. The facility now consists of 5 classrooms, 3 restrooms, a mat room, a small gymnasium, an office, a kitchen, a lobby, a basement, and an attic with a considerable number of closets for additional storage.

The property is located on Spokane Street adjacent to a community playground and surrounded by houses on the West, North, and East sides. The playground was totally refurbished in 2009, and Spokane was the first City of Portland street to be developed as a Bicycle Boulevard.

SLCC focuses on serving neighborhood youth through its parent-child, preschool, and youth programs such as educational and specialty preschool, after-school programs, and youth camps, as well as arts, crafts, music, dance, and sports classes. SLCC also offers a wide variety of adult classes, community activities, and fundraisers.

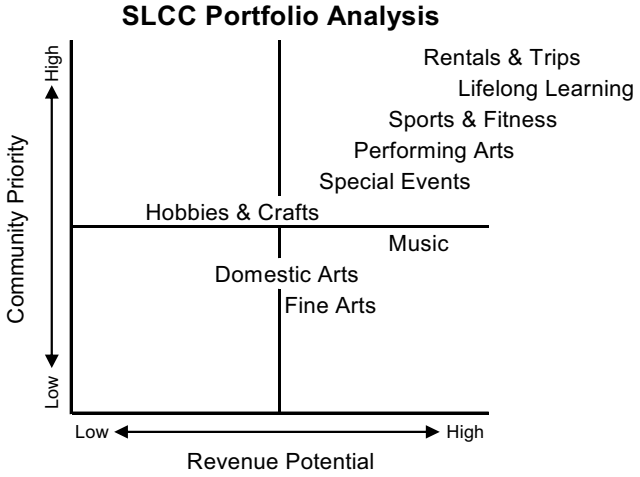
SLCC is a long-standing partner with the Sellwood Moreland Improvement League (SMILE) Neighborhood Association.

Market & Services Analyses

Market and services analyses are conducted to provide a foundation from which goals can be set.

The Market Analysis includes competitor and demographic information as well as an evaluation of current advertising and outreach practices. The Services Analysis uses Portfolio, SWOT, and Life Cycle analyses to inform an overview of services and develop associated programming recommendations.

SLCC's Portfolio and Life Cycle analyses show that many of the most highly demanded services are in a growth stage, such as Lifelong Learning and Rentals & Trips. SLCC will leverage these opportunities by expanding the preschool program, increasing trip options for all ages, and seeking capital improvements to better serve renters' needs. In addition, where market demand warrants, introductory activities will be offered to boost growth and revitalize mature offerings.



Business Action Plan

The Business Action Plan (BAP) discusses the tactical approach to meeting goals, including what actions will be taken, expected results, how results will be measured, and needed resources.

Goal areas, each consisting of several specific action items, represent the focused work that needs to be done to achieve the vision and mission. The following goal areas were developed and ranked in order of priority by staff and managers:

1. Reach Out & Engage the Community
2. Offer Outreach Programs at Sellwood Park
3. Adjust Programming to Enhance Service Capacity
4. Seek Funding for Facility Improvements

SLCC's success can be sustained into the future by offering services that are highly valued by customers including the well-regarded academic preschool programs, summer day camps, after-school activities, sports skill-building classes, low-impact fitness classes such as yoga and Tai Chi, as well as trips and special events for all ages.

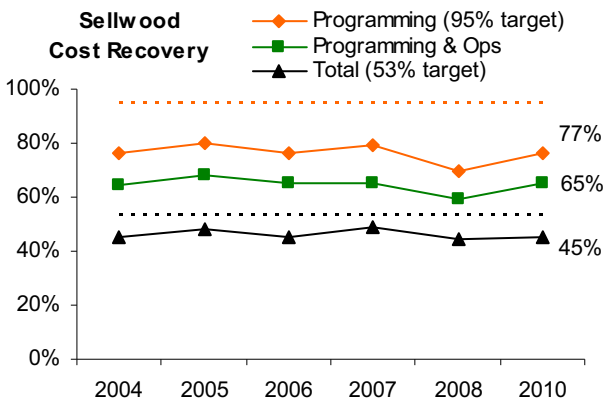
As improvements are made to the center, SLCC will expand rental use for small weddings, receptions, family reunions, and business retreats, as well as a variety of art exhibitions, performances, and shows.

Performance

Performance measures provide a means for managers and staff to know if they have been successful in implementing the business plan.

In FY 2009-10, SLCC was visited over 33,000 times. Community members participated in regular programming such as daily preschool classes, afterschool programs, sports programs, and camps. SLCC will strive to increase attendance by 5% annually by expanding rentals and preschool activities, offering activities that complement home school curricula, and introducing more activities in Sellwood Park such as theater, messy art, and tennis.

SLCC's cost recovery performance has remained steady over the last several years, at times coming within reach of its total recovery target.



Implementation of this business plan may result in incremental improvements in cost recovery. However, given the current condition of the building, it is unlikely that cost recovery performance will increase to target levels.

If the capital improvements recommended in the 2008 assessment were completed, the center would be able to expand hours of availability making it much more likely to meet cost recovery targets.

Business Profile

Vision

Portland's parks, public places, natural areas, and recreational opportunities give life and beauty to our city. These essential assets connect people to place, self, and others. Portland's residents will treasure and care for this legacy, building on the past to provide for future generations.

Mission

Portland Parks & Recreation contributes to the city's vitality by:

- Establishing and safeguarding the parks, natural resources, and urban forest that are the soul of the city, ensuring that green spaces are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation, building community through play and relaxation, gathering, and solitude; and
- Providing and coordinating recreation services and programs that contribute to the health and well being of residents of all ages and abilities.

Origin and History

SLCC recently celebrated its 100th birthday. The building was originally constructed as a residential hotel for the men who worked in the old Sellwood Log Mill. It also had a small swimming pool which was decommissioned in the 1940s. In 1910, it became the first branch of the YMCA in the City of Portland. PP&R began teaching classes at the YMCA in 1918, and the City of Portland purchased the facility in 1920 as its second community center. It was placed on the National Register of Historic Places in 2006, one of only three such designated buildings in the neighborhood. It is also a City of Portland Historic Landmark.

The facility now consists of 5 classrooms, 3 restrooms, a mat room, a small gymnasium, an office, a kitchen, a lobby, a basement, and an attic with a considerable number of closets for additional storage.

The property is located on Spokane Street adjacent to a community playground and surrounded by houses on the West, North, and East sides. The playground was totally refurbished in 2009, and Spokane is the first City of Portland street to be developed as a Bicycle Boulevard.

SLCC focuses on serving neighborhood youth through its parent-child, preschool, and youth programs. Preschool and youth programs consist of educational preschool, after-school programs, specialty preschool and youth camps, arts, crafts, music, dance, and sports. There are many adult classes such as yoga, aerobics, low-impact exercise such as Chair Exercise, volleyball, art, and water color painting. SLCC also hosts a variety of community activities and fundraisers including two or three bazaars a year as well as summer events including a Pirate Carnival, the Captain Bogg & Salty Concert, and Sundae in the Park.

SLCC is a long-standing partner with the Sellwood Moreland Improvement League (SMILE) Neighborhood Association. SLCC staff work with the SMILE Neighborhood Friends group, a sub-committee of SMILE, to facilitate fund-raisers for the center, promote the endowment fund, and provide *Sundae in the Park*, a summertime community event.

Sustainability

In line with the City of Portland's sustainability efforts, SLCC incorporates a number of sustainability practices. Following are several examples of the daily efforts to sustainably manage and operate SLCC:

- Electronic copies of reports and communications are used when possible instead of printing.
- Paper is printed/copied on both sides and/or re-used as scratch paper for impromptu art activities.
- Customers are asked if they want a receipt after registration instead of having one automatically printed for them.
- Staff turns off/leaves lights off when space is not being used.
- Paper and bottle recycling bins are conveniently located throughout the facility.
- Recycling is taught in preschool classes and seasonal camps.
- Recycled materials (paper towel rolls, foam trays, yarn, buttons, crayons, baby jars, etc.) are utilized in classes when possible, with many of the materials being provided by program participants and neighbors.

Location and Hours

SLCC is located at 1436 SE Spokane Street, in Portland, Oregon, just one block north of SE Tacoma on SE 15th. The center is in a residential neighborhood and has an adjacent playground area. Current hours of operation are:

Fall, Winter and Spring:

Monday through Thursday	8:30 a.m. – 8:00 p.m.
Friday	8:30 a.m. – 6:00 p.m.
Saturday	9:00 a.m. – 2:00 p.m. (available for rentals after 2:00 p.m.)
Sunday	Closed

Summer:

Monday through Thursday	7:30 a.m. – 8:00 p.m.
Friday	7:30 a.m. – 6:00 p.m.
Saturday	9:00 a.m. – 2:00 p.m. (available for rentals after 2:00 p.m.)
Sunday	Closed (available for rentals)

Hours of operation are evaluated periodically and may change based on programming or community needs.

Holiday Closures: New Year's Day, Martin Luther King Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving Day and the day after, Christmas Day

Organizational Structure

SLCC is managed by a team of two permanent employees:

- a full-time **Recreation Supervisor**
- a full-time **Recreation Coordinator**

This team provides leadership and plans service delivery for all programs and events at SLCC, provides summer outreach programs at Sellwood Park, and participates in guiding service delivery for PP&R's South Service Zone.

SLCC's sole Recreation Coordinator plans and programs all activities, with the assistance of one part-time lead person who coordinates several programs. This limited amount of staffing results in unmet demand for recreation services in the community.

In addition to delivering recreational services at SLCC and in Sellwood Park, staff also provide information about and cross-sell other PP&R services, connecting people to the recreation services they desire including trails, parks, and gardens, as well as other locations and programs.

The **Recreation Supervisor** is responsible for overall facility and staff management including:

- **General Management** – recruiting, hiring, training, and evaluating permanent and part-time employees; monitoring facility and program budgets; and scheduling routine and annual maintenance and making recommendations on Capital Improvement Projects for the facility.
- **Program Management** – overseeing all programs and activities including educational preschool programs and customer service; working as line staff to provide customer service at the front desk.
- **Leadership** – coordinating the city-wide mobile summer playground program; serving on the city-wide Summer Free For All planning committee and marketing team; providing CLASS description-writing training to all bureau programmers; coordinating six Educational Preschool programs including staff supervision, marketing, managing waitlists, providing informational materials, collaborating with Multnomah County, and communication with parents.
- **Outreach** – obtaining local business sponsorships to support special events; managing collaborations and partnerships with community groups including S.M.I.L.E Neighborhood Association, Multnomah County Library, public and private schools, and local business.

The **Recreation Coordinator** is responsible for assessing community recreation needs and interests, researching current trends, developing programs and events, staffing, marketing, purchasing supplies, and evaluating classes, activities, and special events for program areas including:

- **Parent/child, preschool, youth and teen programming** – sports, dance, music, day camps, arts and crafts, cooking, educational preschools, after-school program, martial arts, theater, and drop-in activities such as baby and toddler playtime and Indoor Park.
- **Adult/Senior programs** – Lifelong Learning classes, art, exercise, yoga, Tai Chi, crochet, quilting, music, and volleyball.
- **Special Events** – create, plan, implement annual events including a Halloween Carnival, two themed family events in winter , two or three Bazaars per year, and a Pirate Carnival that includes a concert and a movie. Partner with the S.M.I.L.E Neighborhood Association to provide the Sundae in the Park neighborhood event.
- **Customer Service** – program registration, account trouble shooting, responding to and resolving customer complaints and concerns, bank deposits and related reconciliation reports.
- **Rentals** – Schedule, staff, and promote ongoing and single-use rentals of the facility for sports, meetings, birthday parties, and classes.

Part-time and seasonal employees are an integral and valuable part of the organizational structure at SLCC providing high-quality, hands-on customer service to customers working at the front desk, instructing classes, leading camps, and assisting in monitoring facility use while maintaining a safe, welcoming environment. These employees allow permanent staff to use their time planning and coordinating a larger range of programs and activities for the community, attending South Zone service delivery meetings, and participating on bureau or city-wide committees.

Market Analysis

Market and services analyses are conducted to provide a foundation from which goals can be set. The Market Analysis includes a neighborhood profile; demographic information taken from the 2000 Census, Portland Public Schools, and the CLASS registration system; competitor information from the Oregon State Employment Department; and staff evaluation of current advertising and outreach practices.

Neighborhood Profile

SLCC is located in inner SE Portland, just off SE 15th and Tacoma. It is just over five miles from downtown, 4.23 miles from the nearest community center with an indoor pool (Mt. Scott Community Center), 9 blocks from the outdoor pool in Sellwood Park, 8 blocks from Westmoreland Park, 4 blocks from the library, 2 blocks from the Sellwood Middle School, less than 1 mile from Llewellyn Elementary school, and just across Hwy. 99 from Reed College.

Bordering areas include Eastmoreland neighborhood and the City of Milwaukie, and just across the Sellwood Bridge are the Fulton and Hillsdale neighborhoods and the City of Lake Oswego.

SLCC's neighborhood is mainly residential, with local businesses on SE 13th, SE Milwaukie, and SE Tacoma. The Sellwood community celebrates small business and discourages large business chains from doing business in their area.

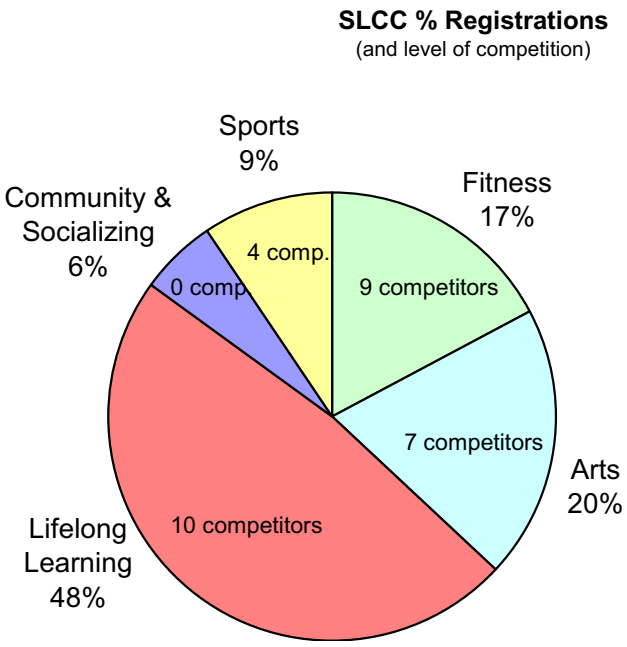
SLCC is one of three buildings on the National Historic Registry that are located in the Sellwood neighborhood and celebrated its 100th anniversary on December 17, 2010.

Competitors

Preschool-aged children are a target market for SLCC's service offerings; 32% of registrations are from this age group, and SLCC serves 4% of this market segment. (See registration table on the next page.)

Appendix C contains a listing of businesses located in zip code 97202. While this list may not include all possible SLCC competitors, it provides a sense of the competitive marketplace in which SLCC operates.

The adjacent chart shows that 48% of registrations are for Lifelong Learning services delivered to preschool and youth ages (10 competitors), 20% of registrations are for Arts activities (7 competitors), and 17% are for fitness (9 competitors).



Demographics

Demographic data displayed in the following maps and charts is from the 2000 PP&R Market Study and Portland Public Schools (PPS) enrollment data. The market study was completed using 2000 Census data and participation data from PP&R's registration system. See Appendix A for more information regarding the study.

Age and Market Share

The adjacent table shows that over 1,000 youth and 500 adults registered for activities at SLCC, or about 3% of youth and nearly 1% of the overall population who live within the service area. However, in addition to serving people who register for activities, SLCC also serves many other people who "Drop In" to activities such as the game room and special events.

People Who Register to Participate at SLCC

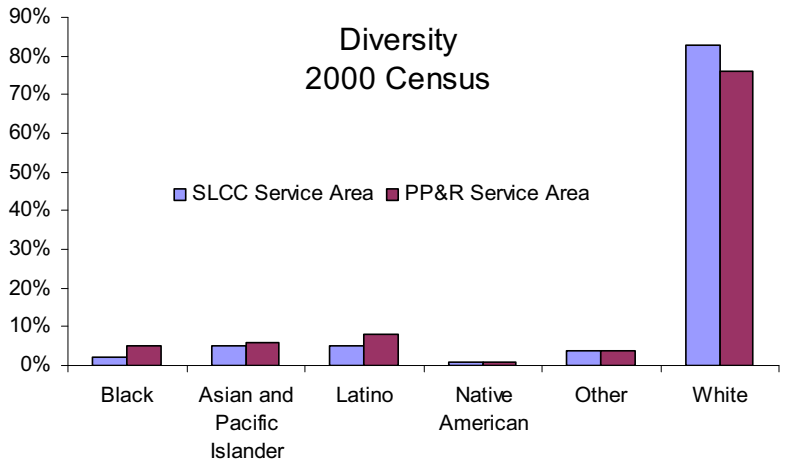
Age Group	Ages	Service Area Population (2000)	Registered Participants (2009)	% Served
Preschool	0-5	12,293	522	4%
Elementary	6-10	10,200	337	3%
Middle	11-13	5,823	140	2%
High	14-18	9,987	43	0%
Total Youth		38,303	1042	3%
College	19-24	17,559	8	0.05%
Young Adult	25-49	81,590	166	0.20%
Pre-Senior	50-59	21,525	73	0.34%
Older Adult	60+	28,903	169	0.58%
Unknown			174	NA
Total Adult		149,577	590	0.39%
Grand Total		**187,880**	**1,632**	**0.87%**

While the precise number of individuals served through Drop In activities is not quantified, it is known that Drop In visits account for about 17% of total participation. Total visit counts, considered along with registration information, indicates that SLCC is serving somewhat more of the market than can be calculated using only registered participant counts.

Because PP&R offers a broader array of services than other recreation providers in the market place, there are no direct industry comparisons regarding market share. However, to the extent that private fitness centers are a part of the recreation industry, it is interesting to note that the two largest fitness industry companies, Bally Total Fitness Holding and 24 Hour Fitness Worldwide, Inc., only hold five percent of the market share each.[1]

Race

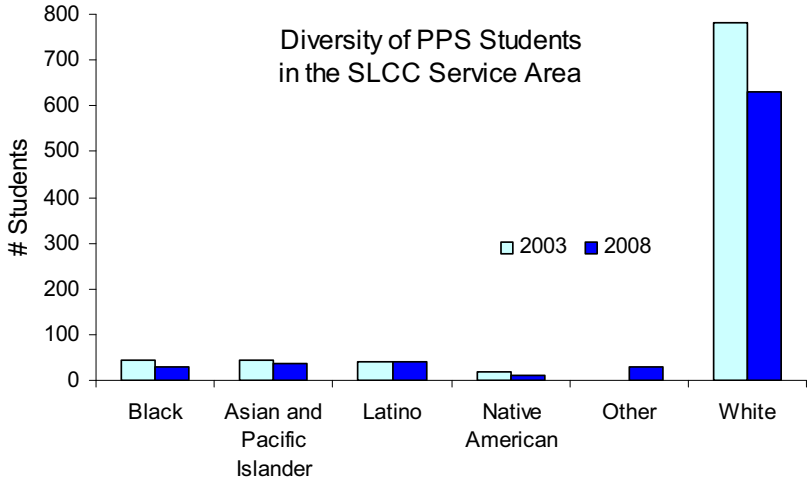
The 2000 Census chart shows the population living in the SLCC Service Area is slightly less diverse, in terms of Census-bureau categories, compared to the overall PP&R Service Area.



Because the community may have changed since the 2000 Census, also included are FY 2002-03 and FY 2007-08 enrollment demographics for Portland Public Schools that are served by SLCC. While this comparison does not necessarily correlate to any

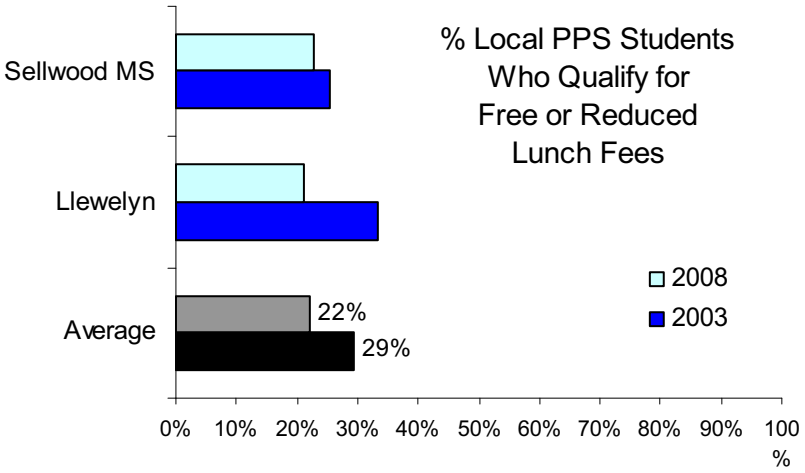
[1] Information taken from a 2008 academic paper authored by student Kathryn Lilley. Cited source: "Fitness and Recreational Sports Centers in the US." *IBISWorld Industry Report*: October 18, 2006. 38 pages. Retrieved March 8, 2007 from Aladin database (IBISWorld, Item 71394). <http://www.ibisworld.com/industry/default.aspx?indid=1655>. Page 7.

potential change in the wider community, it indicates the diversity of youth in nearby public schools did not change significantly over the 5-year period. However, overall enrollment declined by nearly 20%. PPS reports this decline is related to several factors including declining birth rates over the last decade as well as a decline in students moving to the district while numbers moving out have been more constant.



Income

2000 Census data indicates that about the same amount of low-income residents live in the SLCC area, 52%, as compared to the rest of the system, 53%. PPS data shows that 22% (the average of schools served by SLCC) of children qualified for free or reduced lunch in 2008, compared to an average of 29% in 2003.



Advertising and Outreach

The following table contains information regarding current advertising and outreach efforts as well as recommendations for improvements.

SLCC Advertising and Outreach		
Age Group	Current Communication	Recommended Improvements
Preschool	Post flyers in preschool classrooms and gymnasium, Program Guide	Direct mail by postcards, FaceBook, Craig's List, post on various family websites; parents connect, parent groups, etc.
School Age	Post flyers in preschool classrooms and gymnasium, Program Guide	
Adult	Program Guide	
Overall	• Mail PP&R South Service Zone quarterly activity guide to all households that have registered with Sellwood for any activity in the past year. • Distribute PP&R South Zone Portland quarterly activity guide and activity specific flyers to local schools, local businesses, and public library. • Participate in local library informational fairs, special events, and the Sellwood Summer Market. • Mail age-specific and activity specific flyers/cards to past registrants. • Post flyers on Community Center Bulletin Boards. • Create and hang posters advertising upcoming events. • Prominently display marketing materials during all programs and community events. • Submit postings to local media outlets. • Use PP&R blog site to highlight special activities.	• Post activities on PP&R web calendar. • Attend and participate in school-hosted events. • Extend program mailing to customers who have registered over the last two years.

Services Analysis

Market and services analyses are conducted to provide a foundation from which goals can be set. While demographic information provides statistical data by age, economic status, and race, more information is needed to determine the needs and service priorities of the community marketplace. Recreation staff gathers information by:

- Developing relationships and interacting with community members.
- Reviewing customer survey information regarding satisfaction and service priorities.
- Evaluating registration levels to understand current demand.

The Services Analysis includes:

- a summary of PP&R customer service standards and service categories,
- a depiction of the SLCC service area,
- a Portfolio Analysis chart that illustrates where services fall along the compared spectrums of community priority and revenue potential,
- an overview of services, which describes the specific activities offered at SLCC, including SWOT[2] and Life Cycle[3] analyses as well as programming recommendations for each service category, and
- a summary Life Cycle Analysis chart.

Customer Service Standards

PP&R customer service standards include the following principles:

- Facilities are fully functional, well-maintained, and clean inside and out.
- Facilities are welcoming, customer-oriented places that provide users with products and services they desire in an efficient and consistent manner.
- Products and services fit the interests, needs, and requirements of the local community.
- Staff is professional and welcoming.

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[2] **SWOT Analysis**
A SWOT analysis identifies internal strengths (S) and weaknesses (W) such as facility suitability and financial sustainability, and also examines external opportunities (O) and threats (T) such as community demand/priority and competition, for a given service area, business unit, organization, etc.

[3] **Life Cycle Analysis**
The aim of this is to understand where each program is in terms of its life cycle to inform decisions about when to "change things up" to revitalize mature programs, cancel or reinvigorate declining programs, and give introductory programs the boost they need to succeed. The basic phases for programs are:

Introductory - This phase is usually characterized by great uncertainty as it involves new programs, which often have low attendance and may need cost subsidization.
Growth - This phase is usually characterized by steadily increasing demand.
Maturity - This phase reveals steady or slowing demand.
Decline - This phase shows consistent decline as participants move on to new programs or other offerings.

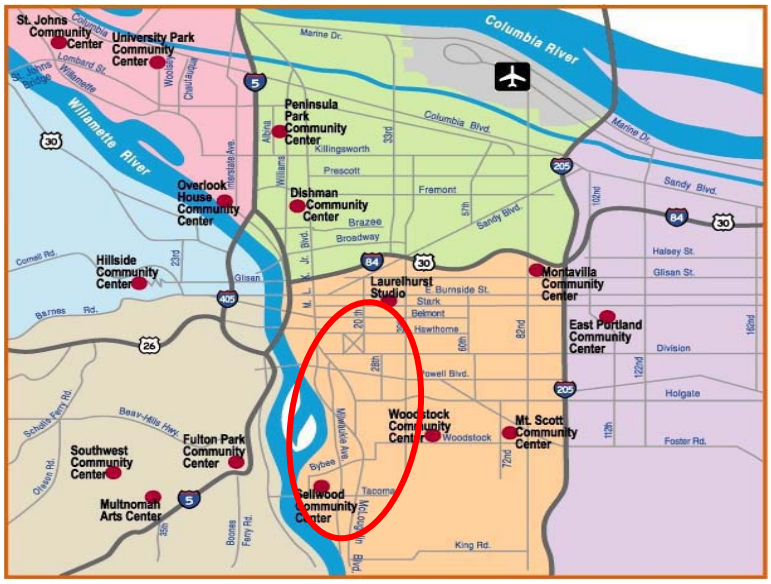
Service Categories

PP&R offers a wide variety of recreational program opportunities in the following broad service categories:

- Aquatics
- Arts
  - Domestic Arts
  - Fine Arts
  - Performing Arts
  - Hobbies and Crafts
- Community and Socialization
  - Community Building
  - Lifelong Learning
  - Healthy/Outdoor Lifestyle
  - Socializing
- Sports/Fitness
  - Bicycling
  - Combat Sports
  - Fitness
  - Games
  - Golf
  - Gymnastics
  - Motorized Sports
  - Racquet Sports
  - Skating
  - Team Sports
  - Track and Field
  - Water Sports
  - Winter Sports

Service Area

In addition to the immediate neighborhood, SLCC serves community members throughout a larger service area outlined on the adjacent map, which was adapted from the 2000 PP&R Market Analysis study. The service area boundary is based on the residences of 80% of registered users; the remaining 20% traveled to SLCC from the wider region.



Overview of Services

Following are descriptions of each Service Category including a SWOT analysis and Life Cycle analysis, which are used to inform operational recommendations for the next three years. These analyses provide a context for evaluating services and setting goals in this business plan.

The driving principle behind SLCC programming philosophy is to identify service gaps for each age group (market segment), and then provide programming that fills the gap if there is market demand and available space and resources. In the SLCC market, there is adequate demand in the preschool and parent/child market segments to successfully offer a full-range of recreational services.

The current blend of services delivered at SLCC focuses around preschool and youth participants; however, there is strong participation in arts and fitness offerings as well.

Issues that affect the whole building:

Strengths

- 13 programmable spaces.
- A generous amount of storage space allows SLCC to store supplies and equipment that support a wide variety of activities and events.
- Staff have 47 years combined programming experience and are teamwork oriented.
- Staff have built strong relationships with each other, community members, and the S.M.I.L.E. neighborhood group.
- The building is a historical landmark.
- There is a playground.
- The family-friendly game room is low-tech, low-cost, and low-maintenance.

Weaknesses

- Many facility repairs and updates are needed, especially accessibility updates. The poor building condition limits the quality and quantity of programming opportunities.
- Sellwood Park is 9 blocks away from SLCC.
- There is minimal street parking and no parking lot.
- Noisy events and parking issues can lead to neighbor complaints.
- The gymnasium is small, and there is no other dedicated fitness space or equipment.

Opportunities

- A capital repair assessment was completed in 2008.
- Identify historic building refurbishment grants.
- There is demand for small wedding venues.
- There are few other parks facilities in the area.
- Future maturity of now-fledgling endowment fund.
- Recruit volunteer teaching staff.
- The older adult market segment is expressing higher demand for a variety of activities including fitness, crafts, and trips. ADA improvements are needed to accommodate some participants.

Threats

- Potential reduction in General Fund support.
- Lead paint.
- Local competition (see competitor section of Market Analysis).

Overall 3-year Business Planning Direction
SLCC's success can be sustained into the future by offering services that are highly valued by customers including the well-regarded academic preschool programs, summer day camps, after-school activities, sports skill-building classes, low-impact fitness classes such as yoga and Tai Chi, as well as trips and special events for all ages.

As improvements are made to the center, SLCC will expand rental use for small weddings, receptions, family reunions, and business retreats, as well as a variety of art exhibitions, performances, and shows.

Domestic Arts
SLCC offers a selection of cooking classes for a variety of age groups. Cooking classes feature nutrition education, smart shopping techniques, creative recipe development and adaptation, cooking, serving, and cleanup. Youth classes have been very popular, and classes for adults have been introduced over the past year due to community requests.

Strengths
- The kitchen is large and has adequate instructional space.
- Parent/child classes give families experience and skills to work effectively together in class and at home.
- Kids tend to be more willing to try new foods and activities in a classroom setting.
- Cooking classes teach skills in math, science, reading, comprehension, etiquette, service, hospitality, cleanliness, and teamwork.
- When kids are involved in the food creation process, they are more likely to take those skills home.

Weaknesses
- Kitchen equipment is residential quality and size. Larger, commercial equipment would support larger class sizes which would make the classes more attractive to adult participants. Kitchen tools are old and utilitarian. Newer equipment would also make the classes more attractive for adults.

Opportunities
- Families have requested cooking workshops for school-aged children and their parents.
- Kids are looking for new ways to express their creative interests.

Threats
- There is one private cooking instructor in the neighborhood; however, she only teaches private, one-on-one classes.

Program Life Cycle
This program is in the mature stage of its life cycle with steady demand. There has been recent demand for new adult cooking classes, and those are in the introductory stage.

3-year Business Planning Direction
SLCC will continue introductory adult cooking classes for a limited time to determine if demand is strong enough to justify continued programming. Cooking classes for children aged 2 to 5, and their parents, will be offered at the current level. One-day cooking workshops will be introduced for grade-school children and their parents.

Fine Arts
SLCC offers a small selection of offerings including fiber arts such as lace-making, crochet, knitting, and sewing; as well as some drawing, cartooning, and jewelry making.

Strengths
- Fiber arts activities can be incorporated as an art component into existing youth camps and classes.

Weaknesses
- Adults who want to learn fiber artistry do not generally want to pay for it. They want to learn from their "grandma" or "auntie."
- The building is not accessible for the older adult market segment that is most interested in these offerings.

Opportunities
- There are few other fiber arts service providers in the area.

Threats
- The level of demand from younger market segments is uncertain.
- Many higher-end fine arts activities are offered at local colleges and art centers.

Program Life Cycle
This program is in the mature stage of its life cycle with small, but steady, demand.

3-year Business Planning Direction
SLCC will continue to offer fine arts activities at the current level.

Hobbies and Crafts
These activities are mainly focused on arts and crafts classes such as Messy Art and Arts & Crafts variety classes and camps. These classes provide young children with their first experiences in art, an important component in childhood and socialization development (creativity, self-expression, trust in oneself, etc.).

Strengths
- Opportunity for parents to provide art exploration to their children without the mess; PP&R staff members do all the clean up – the paint is on our walls, not theirs.

Weaknesses
- None.

Opportunities
- Demand is high and stable.

Threats
- None.

Program Life Cycle
This program is in a mature phase with steady demand. Small lulls may last one or two terms, based on new age groups exiting and entering the community.

3-year Business Planning Direction
SLCC will continue this program at the current level, also continuing to vary themes and activities to maintain interest.

Music
SLCC primarily offers piano lessons for all ages in this service category, as well as a variety of music exploration classes for parents, babies, and toddlers.

Strengths
- Great instructors are available and committed to the program.
- Music classes are low cost for participants.
- SLCC has a dedicated space for piano lessons.

Weaknesses
- Classes generate a level of noise that is not compatible with classes that require a quiet atmosphere, like yoga.

Opportunities
- There is new demand in the marketplace for guitar lessons and additional music exploration classes.

Threats
- Private instructors within the community compete for students.

Program Life Cycle
This program is in a growth stage with increasing demand.

3-year Business Planning Direction
There is opportunity in terms of demand for a variety of introductory music experiences. Guitar lessons will be introduced to meet demand.

Performing Arts
At SLCC, this service category includes beginning ballet and a variety of dance classes, particularly folk dance. Theater classes and camps were introduced in Spring 2010 at the center and in Sellwood Park. Staff are developing a partnership with a local theater group to provide ongoing drama programming, including performances in Sellwood Park.

Movement classes contribute to a person's health and fitness, boost self confidence, open doors socially, and provide opportunities to make new friends. Getting involved in music, dance, and drama is a way for people to round out their knowledge of the world and communicate in new ways. Spiritual and psychological benefits include self-discipline, diligence, self expression, calmness, and fulfillment.

Strengths
- Introductory level of classes attract a wide age range.
- Attracts participants who do not traditionally participate in other movement activities.
- SLCC has an outdoor, portable stage.

Weaknesses

- It is challenging to find and retain creative, qualified staff who can teach a wide variety of dance classes and continually offer up-to-date materials and themes.
- Classes generate a level of noise that is not compatible with classes that require a quiet atmosphere, like yoga.
- The mirrored dance room is small, which limits the number of people who can participate.
- SLCC does not have an indoor stage.

Opportunities

- Partnership with local theater group.
- Theater activities at SLCC and in Sellwood Park.

Threats

- There are a number of private dance studios in the area, which provide specialty skill and elite instructors.

Program Life Cycle

This program is in the mature stage with slightly declining participation mainly due to instructor turn over.

3-year Business Planning Direction

SLCC will seek new instructors to provide these popular classes and continue to leverage the partnership with the local theater group to increase theater offerings at SLCC and in Sellwood Park.

Community Building

Community Building activities at SLCC include holiday camps and bazaars, as well as special events such as the annual pirate festival and two, annual summertime library performances. These activities are an important resource for the community, and the fees cover the event costs in addition to supporting other community center activities.

Social activities provide people with opportunities to meet others while participating in recreational pursuits. People who lead active lives and enjoy the company of others are more productive and have higher confidence, self-esteem, and wellness.

Strengths

- Provides positive, affordable activities to the children and families in the community.
- Contributes to the overall livability and safety of the neighborhood.
- Increases opportunities to reach new customers while providing a setting in which to informally survey customers for new program ideas and customer service trends.
- Provides an opportunity to interact with community members, establish connections for future partnerships, and increase volunteer base to complement staff skill in programs.

Weaknesses

- Time intensive for staff to coordinate, plan, and implement large special events.
- Events are costly to host.

Opportunities

- Partner with local businesses to help cover costs of special events.

Threats

- Some partners may have less ability to contribute funding due to the economic decline.

Program Life Cycle
SLCC's special events are in the growth life cycle stage, with increasing demand.

3-year Business Planning Direction
SLCC will offer the same number of special events; however, additional or new vendors and activities will be added to meet increasing demand.

Lifelong Learning
Lifelong Learning services are the main focus of programming effort at SLCC. Included are themed camps offered during the winter, spring, and summer school breaks and Educational Preschool during the academic year.

Lifelong learning activities provide opportunities to pursue knowledge through a variety of learning experiences. Introductory activities for preschoolers instill fundamental, introductory skill sets that lead to lifelong learning. All preschool and youth activities teach personal responsibility and environmental stewardship, as well as the value of daily healthy physical activities and nutritious eating.

Strengths

- Provides safe, supervised, enrichment activities for children during non-school hours.
- Classes teach good environmental practices, including use of recycled materials for projects and activities.
- Camps and classes are structured to appeal to a wide range of age groups and interests.

Weaknesses

- SLCC does not have a permanent Preschool Specialist dedicated to the development and implementation of this program.

Opportunities

- There is high demand for SLCC's Educational Preschool programs that include language and parent/child elements.
- Parents are looking for affordable, flexible programs, which make SLCC's after-school camps very popular.

Threats

- Several private, educational preschool providers have started doing business in the neighborhood in the past couple years.

Program Life Cycle
The majority of the classes in this area are in a growth stage with increasing demand.

3-year Business Planning Direction
SLCC will expand the preschool program to serve demand for language and parent/child learning.

Socializing
The primary activities offered by SLCC in this service category include senior van trips, in partnership with PP&R's Senior Recreation program, as well as a variety of private rental events.

Strengths
- Strengthens SLCC's relationships with families and the neighborhood association.
- Rentals recover 100% of their costs and utilize the building capacity on the weekend when the building is normally closed.

Weaknesses
- None.

Opportunities
- There are often people waiting to participate in van trips, and there are people of other ages who want to participate.

Threats
- None.

Program Life Cycle
This service area is in the growth stage with increasing demand.

3-year Business Planning Direction
SLCC will work to identify recurring rental customers, as well as single-event rentals such as birthday parties and other social gatherings. SLCC will offer van trips, using the South Service Zone van, to all age groups, particularly the parent/child market that already participates so heavily at SLCC.

Sports & Fitness
SLCC offers a variety of low-impact fitness classes such as yoga and Tai Chi, as well as a range of aerobics classes. In addition, SLCC offers several general sports skill-building classes for preschool and youth such as tumbling, baseball, soccer, and basketball. SLCC also provides space for a long-time, successful Judo program.

Sports and games build a foundation for cooperative play, teamwork, and good sportsmanship, as well as developing large motor skills, strength, and coordination.

Strengths
- Sports and movement classes give staff the opportunity to introduce participants to a number of physical activities, allowing participants to progress through a continuum of sports and fitness activities throughout their lifetime.
- These classes serve participants of all ages.
- The Judo program is operated through a long-term partnership. SLCC provides the space, and the partner provides all the equipment and teaching staff. There is no cost to SLCC to provide this program, and all the revenue is given to SLCC in lieu of a rental fee.

Weaknesses

- No outdoor spaces.
- Limited ADA accessible exercise space.
- Small gymnasium.
- No dedicated fitness space.
- The building is hot in the summer, making fitness classes unpleasant during summer months.

Opportunities

- Private sports groups rent the gym during non-operational hours, which maximizes facility use.
- Demand for kindergarten sports mini-league play may be emerging in the existing parent/child participant pool.

Threats

- None.

Program Life Cycle

This service category is in a mature stage with steady demand.

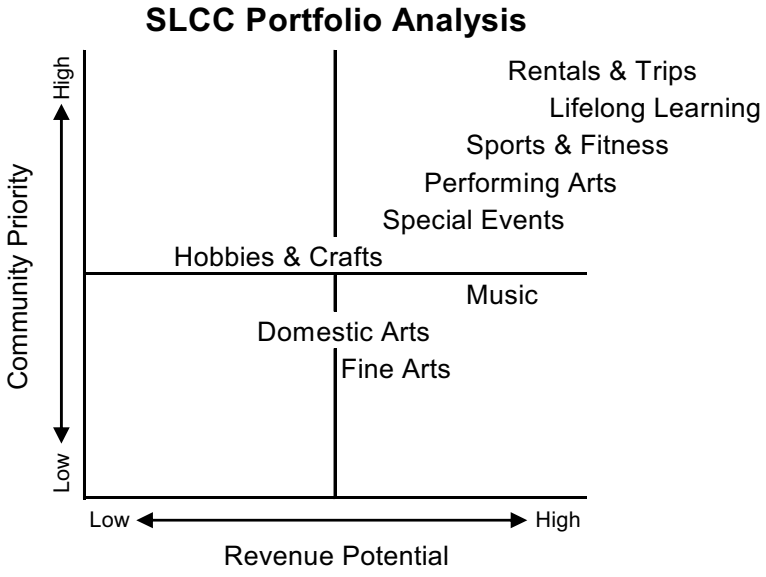
3-year Business Planning Direction

SLCC will continue programming at the current level. If demand for kindergarten sports emerges, staff will introduce mini-league play opportunities.

Portfolio Analysis

The following chart summarizes SLCC's portfolio of services, showing each Service Category's potential in terms of capturing market share (community priority) and ability to generate revenue (recover costs).

Participation information, market surveys, and customer feedback were used to formulate an estimate of where each Service Category falls along the Community Priority (vertical) spectrum. Current revenues and customer feedback regarding pricing were used to formulate an estimate of where each Service Category falls along the Revenue Potential (horizontal) spectrum.



Life Cycle Analysis

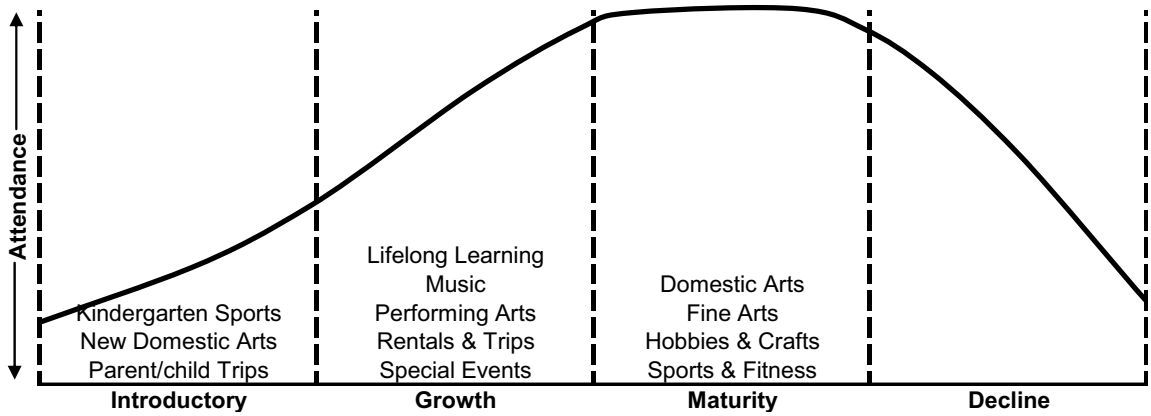
The purpose of a life cycle analysis is to understand where each program is in terms of its life cycle to inform decisions about when to "change things up" to revitalize mature programs, cancel or reinvigorate declining programs, and give introductory programs the boost they need to succeed. The basic phases for programs are:

- Introductory - This phase is usually characterized by great uncertainty as it involves new programs, which often have low attendance and may need cost subsidization.
- Growth - This phase is usually characterized by steadily increasing demand.
- Maturity - This phase reveals steady or slowing demand.
- Decline - This phase shows consistent decline as participants move on to new programs or other offerings.

SLCC Program Life Cycle Curve

The curve illustrates what attendance is like when a program is in that life cycle stage.

Each life cycle stage contains an unranked list of the programs that fall within that stage. For example, the curve illustrates that there is steadily growing demand for all of the programs listed in the Growth section, whereas the Maturity section's nearly flat curve shows that those programs' attendance is either holding steady or beginning to decline.



SLCC's Portfolio and Life Cycle analyses shows that many of the most highly demanded services are in a growth stage, such as Lifelong Learning and Rentals & Trips. SLCC will leverage these opportunities by expanding the preschool program, increasing trip options for all ages, and seeking capital improvements to better serve renters' needs. In addition, where market demand warrants, introductory activities will be offered to boost growth and revitalize mature offerings.

Business Action Plan

The Business Action Plan (BAP) discusses the tactical approach to meeting prioritized goals as they relate to the bureau's strategic plan, including what actions will be taken, expected results, how results will be measured, and needed resources. The BAP is organized in table format so that it can easily be used as a tool to track progress toward stated goals.

BAP Summary Overview

SLCC was originally constructed as a residential hotel for men, became the first branch of the YMCA in the City of Portland, and was purchased by the City of Portland in 1920 to serve as a community center. The 3-story wood frame design of the facility lends itself well to providing a warm, friendly, family-oriented atmosphere.

SLCC's success can be sustained into the future by offering services that are highly valued by customers including the well-regarded academic preschool programs, summer day camps, after-school activities, sports skill-building classes, low-impact fitness classes such as yoga and Tai Chi, as well as trips and special events for all ages. In addition to these established programs, this business plan includes actions to leverage:

- efforts to retain toddler and preschool participants and encourage them to continue activities and programs into their youth and teen ages.
- the commitment of parents and other public service leaders to support the community and each other.
- customer feedback and marketing information to help identify programming priorities.
- staff members' knowledge and experience to enhance service quality and sustainable management of the facility and resources.

Definitions

The category terms used in this Business Action Plan are:

Goals ⇒ Actions ⇒ Results ⇒ Performance Measures

Because the meaning and usage of these terms can vary depending on the plan type, level, and context, definitions for usage in this plan are discussed below.

Goals

A goal is the end toward which effort is directed to achieve a strategic purpose. Goals should be S.M.A.R.T.:

- Specific
- Measurable
- Achievable, Action-oriented
- Realistic, Results-based
- Time-specific

The BAP achieves the SMART approach through detailed actions.

Actions
Actions describe the specific efforts that are required to meet the goal.

Results
Results are what the community, partnership, relationship, group, organization, etc. will be like when the goal is achieved.

Performance Measures
A performance measure is a description, usually quantitative, of what has been accomplished over a certain period of time. It indicates how much progress is being made toward achieving a goal.

PP&R Sellwood Community Center

Business Action Plan

PP&R Key Result Area	SLCC Goal Area	Action Does this action align vision, mission, service priority(ies)?	Results What are we trying to accomplish? What are the benefits to the community	Performance Measures	Annual Target	Resources Needed
Reach and Involve Community Outcomes: ● The community demonstrates increased awareness and appreciation through participation in a healthy parks system. ● Diverse and plentiful opportunities for engagement with PP&R exist throughout the community. ● Community members feel authentically engaged and see that their participation contributes to a better parks system.	Reach Out & Engage the Community	● Pursue rental opportunities related to contract parties with specialty companies for events such as speed dating. ● Dedicate a portion of advertising budget to promote rentals, both recurring events such as weekly or monthly meetings, as well as single-event rentals such as birthday parties and other social gatherings. ● Consider increasing rental fees.	Community members see SLCC as a resource for their families, businesses, and private events. People feel a sense of belonging as they gather and meet neighbors and classmates while pursuing mutual interests.	Increase Rental Revenue by 10% annually.	Baseline: $16,400 Target: $18,000	Existing resources.
		Reach out to home school families by providing activities that complement home school curricula.		Offer 3 activities per year.	Baseline: 0 Target: 3	
Improve Service Delivery Outcomes: ● High quality services that balance fiscal responsibility and affordability. ● Prioritized PP&R services that balance the greater community needs with individuals' demands. ● Improved service delivery through partnerships.	Offer Outreach Programs at Sellwood Park	Develop theater offerings at SLCC and in Sellwood Park.	Programming reflects current trends and market demand, which keeps people interested in participating in a variety of recreational activities as they progress through different stages of life. Preschool participants experience opportunities to begin the learning process. School-aged participants enhance academic and socialization skills. Through physical movement and play, all ages have increased fitness, motor skills, wellness, breathing, stamina, and reduced stress.	Program 1 theater activity at SLCC and 1 at Sellwood Park, per year.	Baseline: 0 Target: 2	
		Expand park programming to include more youth programs such as tennis, Messy Art in the Park, and Preschool Nature Exploration, etc.		Increase activities offered by 50% annually.	Baseline: 2 Target: 4	
		Propose minor improvements that would support programming at Sellwood Park, such as entrance signage and a covered area.		Improve or add 1 amenity in Sellwood Park per year.	Baseline: NA Target:1	Zone managers' support of allocation from the Columbia Sportswear sponsorship.
	Adjust Programming to Enhance Service Capacity	Continue introductory adult cooking classes for a limited time to determine if demand is strong enough to justify continued programming, and introduce one-day cooking workshops for grade-school children and their parents.		Increase attendance by 5% annually.	Baseline: 33,000 Target: 35,000	Existing resources.
		Introduce guitar lessons to meet demand.				
		Expand preschool program to meet demand, up to building capacity.				
		Introduce mini-league play opportunities for kindergarteners, as demand emerges.				
		Increase senior exercise program to include additional offerings of Creative Chair, Yoga for Strength, Exercise for Everybody, and Easy Living with Arthritis classes.				
		Offer van trips to all age groups, particularly the parent/child market that already participates so heavily SLCC.				South Service Zone van.
Enhance Organizational Capacity Outcomes: ● An organization that attracts, cultivates, and develops a creative and empowered workforce. ● An organization that reflects the customers it serves. ● An organizational culture built on continuous improvement and adaptation. ● An organization that integrates principles of financial, social, and environmental sustainability into decision-making and work processes.	Seek Funding for Facility Improvements	Prioritize the following in the annual maintenance plan: floor replacement, exterior paint, outdoor basketball hoop replacement, and renovate kitchen countertop and sink.	Community members of all ages and abilities feel welcome and comfortable while using the facility. People are attracted to the facility and use it for public recreation, as well as a wide variety of private events.	Complete annual maintenance prioritization request.	NA	Existing resources.
		Per the 2008 capital repair assessment, complete a formal CIP Request for the following improvements: ADA accessibility, safety and emergency egress, lead paint abatement, energy efficient windows, and structural supports and reinforcement.		Complete CIP request.	NA	Capital funding.
		Identify funding to install identifying signage on the west side of SLCC building exterior.		Identify funding.	NA	New sponsorship or existing resources.
		Replace drapes and blinds.		Complete improvements.	NA	Existing resources.

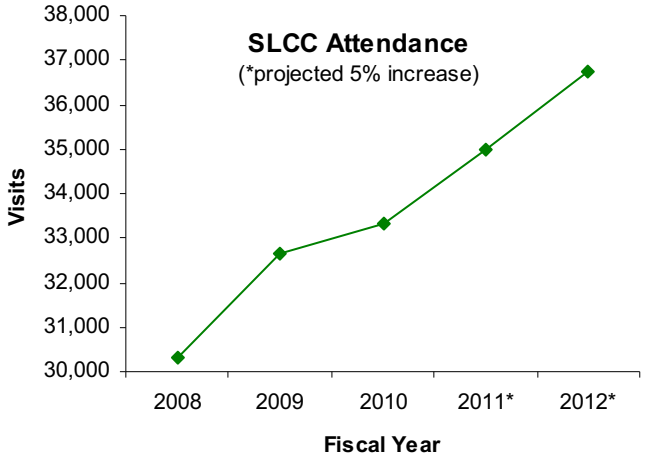
Performance

Performance measures provide a means for managers and staff to know if they have been successful in implementing the Business Action Plan.

Attendance & Programming

PP&R tracks attendance, or number of visits, in two ways:

Individuals register for classes through the CLASS Registration System, and the system records the number of people who registered as well as how many visits were associated with those registrations.



Individuals "Drop In" and participate in activities that do not require registration. These visits are recorded by sign-in sheets, head count estimates for special events, and through the CLASS point-of-sale system.

SLCC will strive to achieve attendance of nearly 37,000, an increase of 5% each in FY 2011 and FY 2012, by expanding rentals and preschool activities, offering activities that complement home school curricula, and introducing more activities in Sellwood Park such as theater, messy art, and tennis.

Facility Improvements

So that community members of all ages and abilities feel welcome and comfortable while using the community center, SLCC staff will complete the following:

- Submit an annual request to the Columbia Sportswear sponsorship fund for an improvement at Sellwood Park, such as entrance signage or a covered area.
- Request priority tasks be completed during the annual maintenance week.
- Submit a CIP request for improvements recommended in the 2008 capital repair assessment report.
- Identify funding for building signage.
- Replace the community center's drapes and blinds.

Financial Performance

Budget

SLCC has exceeded their budgeted expenditure targets in the last two years, primarily due to Repair & Maintenance expenses. Earnings have also been under budgeted targets.

In an effort to achieve budget targets in FY 2011 and FY 2012, SLCC has initiated many of the action items developed in this business planning process, such as expanding popular activity offerings.

In addition to several programming updates, this business plan includes action items that are aimed toward increasing rental and special event revenues.

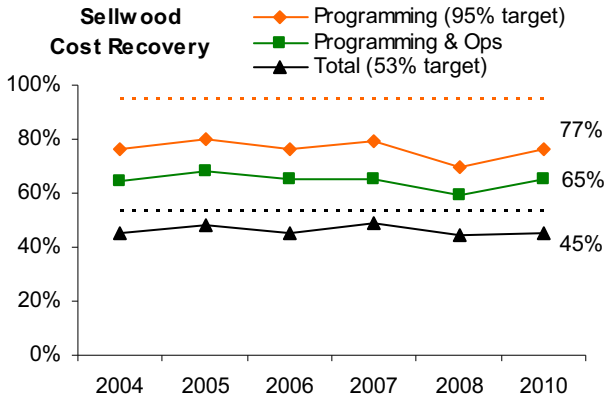
SLCC - Budget to Actuals

		2009	2010	2011
Revenues	Budget	$321,746	$298,253	$298,253
	Actual	$298,797	$274,096	
	Over/Under	($22,949)	($24,157)	
Expenses	Budget	$397,976	$365,572	$381,909
	Actual	$424,321	$383,992	
	Over/Under	($26,345)	($18,420)	
Net Over/Under		($49,294)	($42,577)	
Budget GF Subsidy		$76,230	$67,319	$83,656
Actual GF Subsidy		$125,524	$109,896	
Budgeted recovery		81%	82%	78%
Actual recovery		70%	71%	

Cost Recovery

Budget differs from cost recovery in that budget is a site-based operating budget, whereas total cost of service includes allocated revenues and costs from other operating units such as program administration, maintenance, and overhead.

Cost recovery is a measure of program costs compared to program revenues. It helps with the question: How much of this program is supported by participants, and how much by the general taxpayer?



In FY 2005, Council approved a Cost Recovery Policy that set targets by age group and neighborhood income level.

SLCC's performance has remained steady over the last several years, at times coming within reach of its total recovery target. Implementation of this business plan may result in incremental improvements in cost recovery. However, given the small size and current condition of the building, as well as the fact that it is programmed to capacity during open hours, it is unlikely that cost recovery performance will increase to target levels. If the capital improvements recommended in the 2008 assessment were completed, the center would be able to expand rental use for small weddings, receptions, family reunions, and business retreats, as well as a variety of art exhibitions, performances, and shows. This would extend hours of availability and make it much more likely to meet cost recovery targets.

Appendices

Sellwood Community Center

1436 SE Spokane St.
Portland, Oregon 97202

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Service Area Map
Demographics and Registrant Profile
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- Registrant Age[2]
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- Registrant Participation
- Race/Ethnicity
- Household Income
- Languages
- Registrant ZIP Codes

Demographic Distribution Maps
- Minority Population by Census Block Group
- African American, Asian and Latino Population by Census Block Group
- Youth and Senior Population by Census Tract
- Low Income Households by Census Block Group
- Median Household Income by Census Block Group

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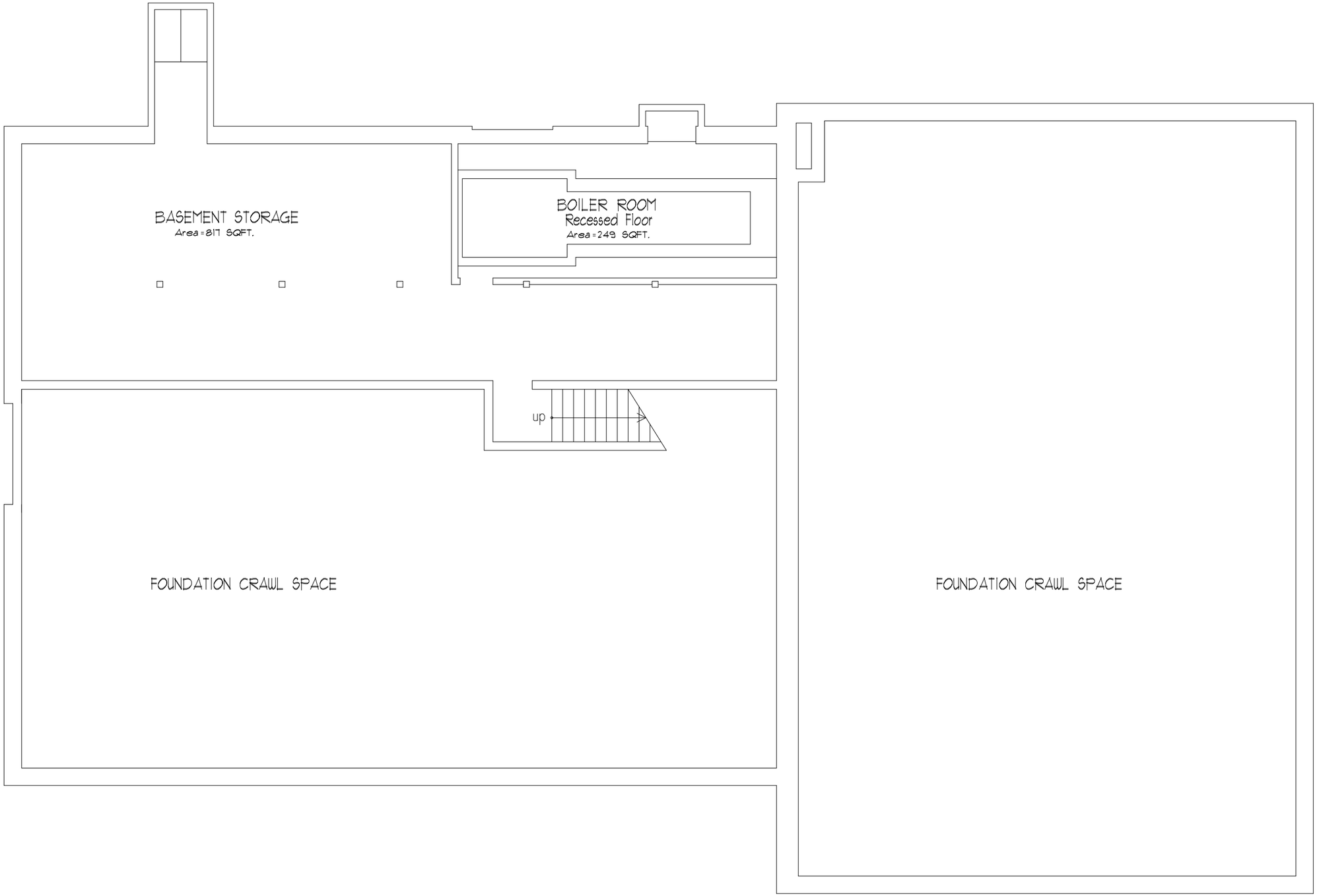
[1] **AGE** compiled from 2000 Census of Population and Housing, Summary File 1, Table PCT12 at the Tract level of geography.
RACE compiled from Census 2000 Redistricting Data (Public Law 94-171) Summary File, Table PL2 at the Block Group level.
INCOME compiled from 2000 Census of Population and Housing, Summary File 3, Table P52 at the Block Group level.
LANGUAGE compiled from 2000 Census of Population and Housing, Summary File 3, Tables P19 and PCT10 at the Block Group and Tract levels, respectively.
EDUCATION compiled from 2000 Census of Population and Housing, Summary File 3, Table P37 at the Block Group level.
OTHER (school-age children with parents in labor force) compiled from 2000 Census of Population and Housing, Summary File 3, Table P46 at the Block Group level.

[2] All **Registrant** data are derived from PP&R's *Class* registration database for the period 09/01/99 – 08/31/2000.

Summary of Demographics: Sellwood Community Center

Data Variable		Geography			
		Sellwood C.C. Service Area		PP&R Entire Service Area	
		% of service area*	# in service area	% of service area*	# in service area
AGE	Pre-school (0-6 years old)	7	12,293	8	56,920
	Elementary (6-10 years old)	5	10,200	6	47,219
	Middle (11-13 years old)	3	5,823	4	27,058
	High (14-18 years old)	5	9,987	6	45,642
	College (19-24 years old)	9	17,559	9	65,487
	Young Adult (25-49 years old)	43	81,590	42	315,729
	Pre-Senior (50-59 years old)	12	21,525	11	86,443
	Older Adult (60+ years old)	15	28,903	15	114,635
	Youth (0-18 years old)	20	38,303	23	176,839
RACE	Minority (Black, Asian, Native American, Latino, Other, Multi-racial)	16	28,418	23	172,499
	Black	2	2,746	5	36,905
	Asian and Pacific Island	5	9,512	6	43,400
	Latino	5	8,500	8	57,581
	Native American	1	1,399	1	5,973
	Other (some other race, native Hawaiian and multi-racial)	4	6,261	4	28,640
INCOME	Very Low Income ($0-$16,750)	16	12,510	16	52,262
	Low Income ($16,751-$27,950)	14	11,241	15	46,674
	Moderately Low Income ($27,951-$44,700)	22	17,530	22	69,385
	Total Low Income (All Categories)	52	41,281	53	168,321
	Moderate Income ($44,701-$89,439)	32	24,960	31	99,649
	High Income ($89,440 and up)	16	12,852	16	52,290
LANGUAGE	Population 5 years and over with **English as a 2nd language**	13	22,946	16	120,122
	Population 5 years and over with the **dominant language besides English** spoken at home	4 (Spanish)	7,067	6 (Spanish)	44,537
EDUCATION	Population 25 years and over with **up to 12th grade education, no diploma**	7	13,090	8	62,525
	Population 25 years and over that are **high school graduates**	14	25,504	15	111,538
	Population 25 years and over with **SOME college education**	48	86,440	45	340,722
OTHER	School-age children (6-17 years) living with single parent or both parents in labor force **(Total children 6-17 years)	73 **(of 21,436)	15,614	70 **(of 103,400)	71,926
	Population	**100**	**180,364**	**100**	**763,746**
	Households	**100**	**79,093**	**100**	**320,260**

*Percentages have been rounded up and therefore the sum of any category may not equal its total. Raw numbers have been provided to enable the reader to reproduce any percentage.



BASEMENT FLOOR PLAN

SCALE: 1/4" = 1'-0"

PORTLAND PARKS & RECREATION
Healthy Parks, Healthy Portland

Portland Parks and Recreation
DAN SALTZMAN, Commissioner - ZARI SANTNER, Director

Basement Floor Plan
Sellwood Community Center
Portland, Oregon

PROJECT MANAGER:
DRAWN BY:
SECTION:
DATE: October 4, 2006
SCALE: 1/4"=1'-0"

REVISIONS

DATE	DESCRIPTION	BY

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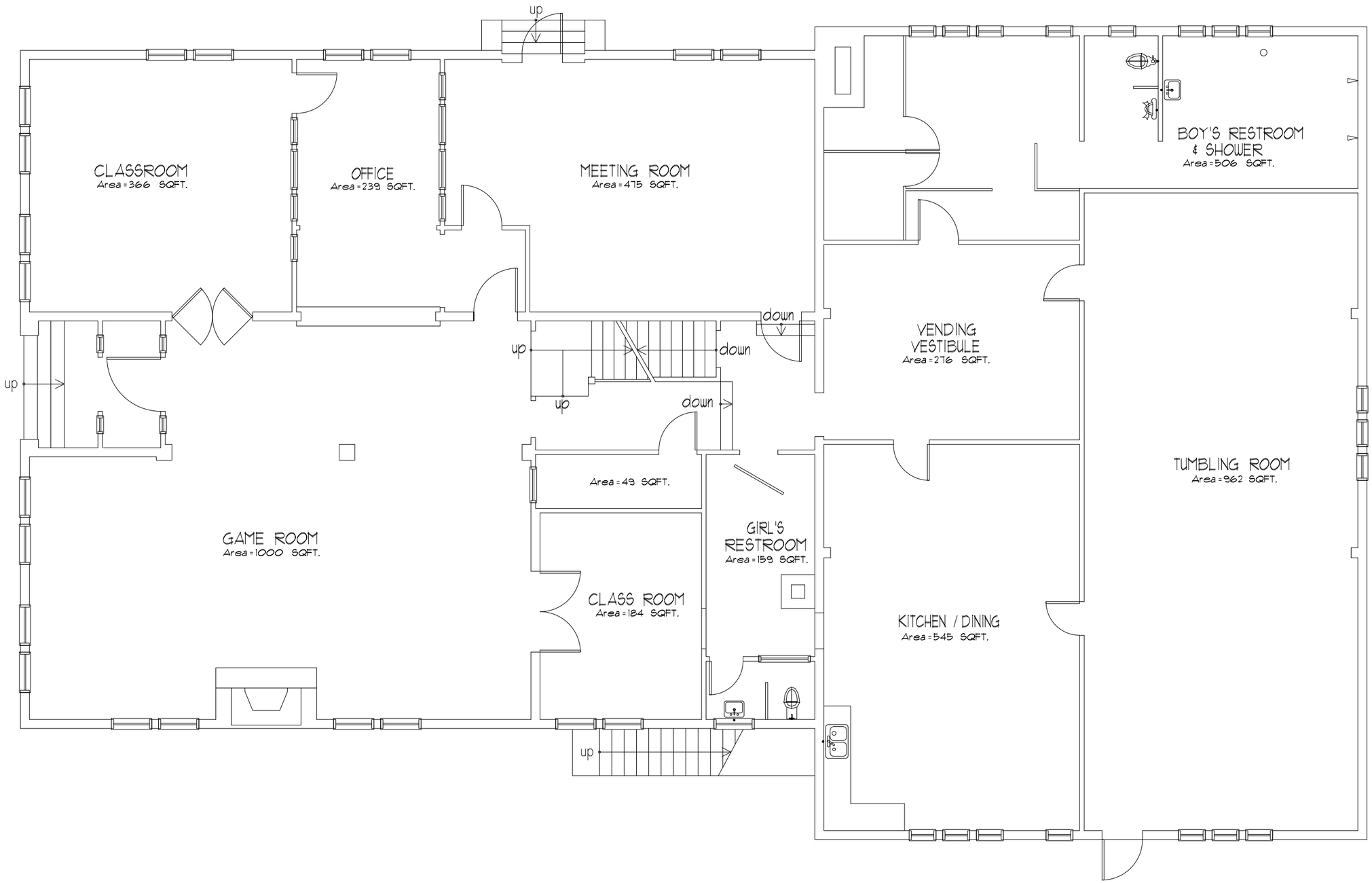
of 4



FIRST FLOOR PLAN

SCALE: 1/4" = 1'-0"

PORTLAND
PARKS & RECREATION
Healthy Parks, Healthy Portland

Portland Parks and Recreation
DAN SALTZMAN, Commissioner - ZARI SANTNER, Director

PROJECT NAME - SHEET NAME
Sellwood Community Center
Portland, Oregon

PROJECT MANAGER:
DRAWN BY:
DATE: October 4, 2008
SCALE: 1/4"=1'-0"
SECTION:

REVISIONS		
DATE	DESCRIPTION	BY

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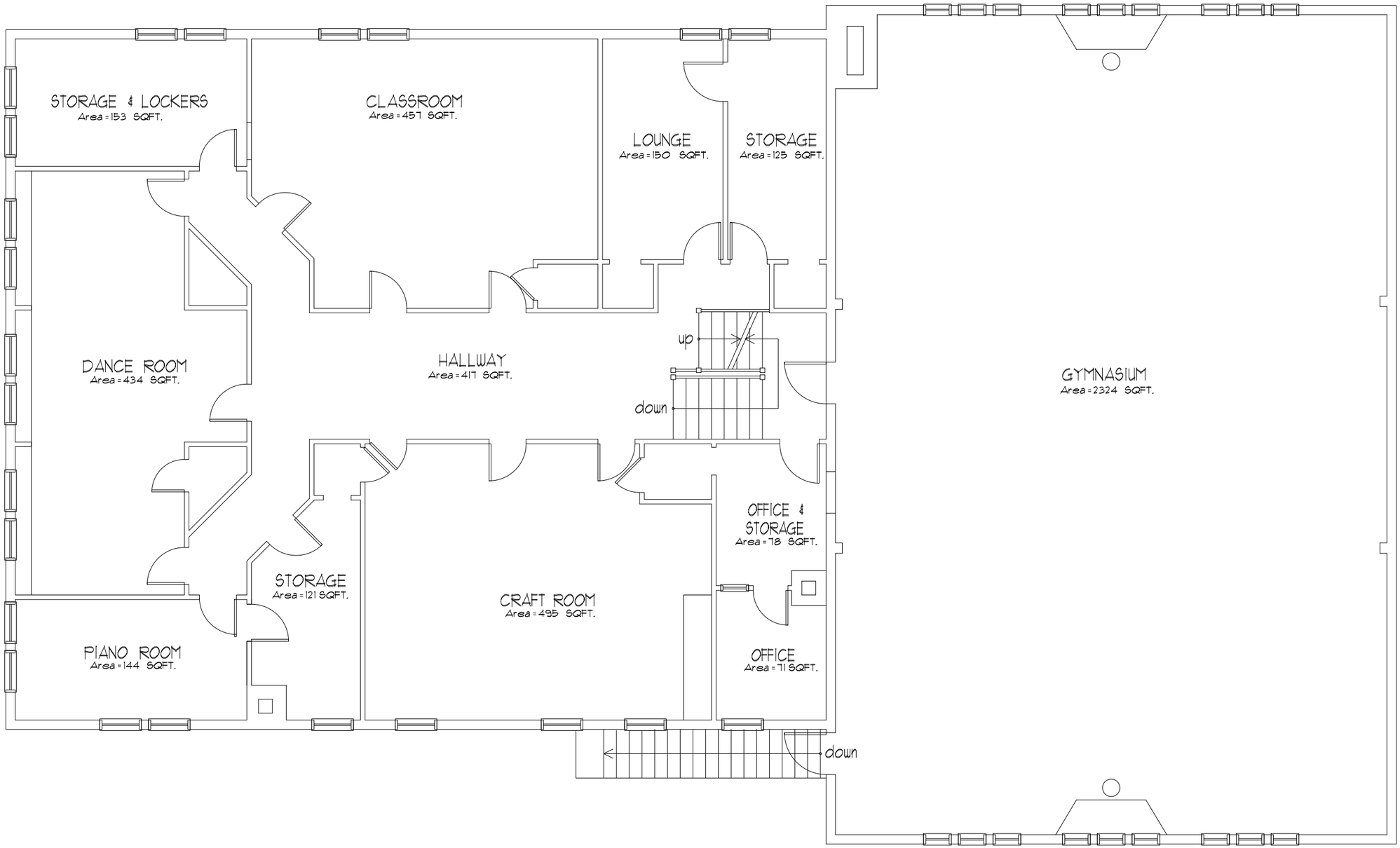

SECOND FLOOR PLAN

SCALE: 1/4" = 1'-0"

PORTLAND PARKS & RECREATION
Healthy Parks, Healthy Portland

Portland Parks and Recreation
DAN SALTZMAN, Commissioner - ZARI SANTNER, Director

Second Floor Plan
Sellwood Community Center
Portland, Oregon

PROJECT MANAGER:
DRAWN BY:
SECTION:
DATE: October 4, 2006
SCALE: 1/4"=1'-0"

REVISIONS

DATE	DESCRIPTION	BY

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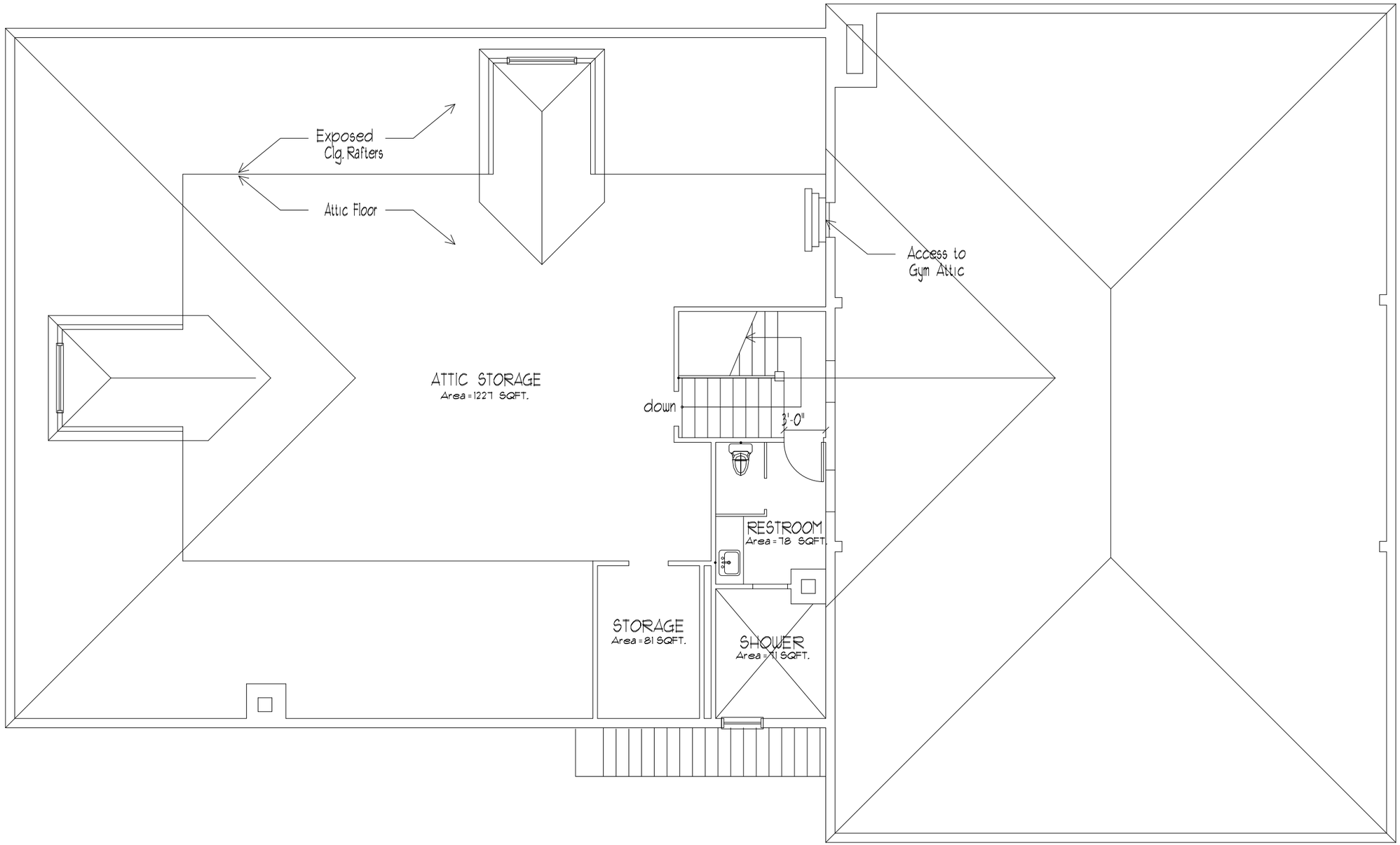

ATTIC FLOOR PLAN

SCALE: 1/4" = 1'-0"

PORTLAND
PARKS & RECREATION
Healthy Parks, Healthy Portland

Portland Parks and Recreation
DAN SALTZMAN, Commissioner - ZARI SANTNER, Director

Attic Floor Plan
Sellwood Community Center
Portland, Oregon

PROJECT MANAGER:
DRAWN BY:
SECTION:
DATE: October 4, 2006
SCALE: 1/4"=1'-0"

REVISIONS

DATE	DESCRIPTION	BY

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Competitors
Zip Code: 97202

(source: Oregon Employment Department)

	Industry Sector	Industry Classification	Business Description	Name	Address
1	Arts, Entertainment, Rec	Fitness & Rec Sports Centers	Health Clubs, Studios, & Gyms	24 Hour Fitness	4546 SE McLoughlin Blvd.
2	Arts, Entertainment, Rec	Fitness & Rec Sports Centers	Personal Trainers	Fitness Together	7960 SE 13th Ave
3	Arts, Entertainment, Rec	Fitness & Rec Sports Centers	Pilates	Studio Imago Dei	7738 SE 13th Ave
4	Arts, Entertainment, Rec	Fitness & Rec Sports Centers	Skating Rinks	Oaks Skating Rink	7805 SE Oaks Park Way
5	Arts, Entertainment, Rec	Fitness & Rec Sports Centers	Tennis Courts, Private	Eastmoreland Racquet & Swim	3015 SE Berkeley Pl
6	Education Services	Fine Arts Schools	Dancing Instruction	Classical Ballet Company	7970 SE Milwaukie Ave
7	Education Services	Fine Arts Schools	Dancing Instruction	Euphoria Studios	1235 SE Division St # 106
8	Education Services	Fine Arts Schools	Dancing Instruction	Kinderdance	6138 SE 18th Ave
9	Education Services	Fine Arts Schools	Dancing Instruction	Portland Dancesport	7981 SE 17th Ave
10	Education Services	Fine Arts Schools	Music Instruction	Cadenza Musical Svc	2727 SE 21st Ave
11	Education Services	Fine Arts Schools	Music Instruction	Robert Carson Guitar Studio	5941 SE 18th Ave
12	Education Services	Fine Arts Schools	Music Instruction	Suzuki Piano Studio	3003 SE Milwaukie Ave
13	Education Services	Misc Schools & Instruction	Yoga	Albert Trople	1235 SE Division St # 106
14	Education Services	Misc Schools & Instruction	Yoga	Bhaktishop	2500 SE 26th Ave
15	Education Services	Misc Schools & Instruction	Yoga	Bikram's Yoga College of India	7070 SE 16th Ave
16	Education Services	Misc Schools & Instruction	Yoga	Yoga Project	1229 SE Nehalem St
17	Education Services	Misc Schools & Instruction	Yoga	Yoga Shala SE	3249 SE Division St
18	Education Services	Sports & Rec Instruction	Martial Arts Instruction	Capoeira Regional Llc	2512 SE Gladstone St
19	Education Services	Sports & Rec Instruction	Martial Arts Instruction	Chinese Shao Lin Center Kung Fu	3818 SE Powell Blvd
20	Education Services	Sports & Rec Instruction	Martial Arts Instruction	Taoist Tai Chi Society	2505 SE 11th Ave # 120
21	Health Care & Social Asstnc	Child & Youth Services	Youth Organizations & Centers	Boys & Girls Club	7119 SE Milwaukie Ave
22	Health Care & Social Asstnc	Child & Youth Services	Youth Organizations & Centers	YMCA	3119 SE Holgate Blvd
23	Health Care & Social Asstnc	Child Day Care Services	Child Care Service	Creative Minds Learning	1540 SE Martins St
24	Health Care & Social Asstnc	Child Day Care Services	Child Care Service	Duniway After School Day Care	7700 SE Reed College Pl
25	Health Care & Social Asstnc	Child Day Care Services	Preschools	Preschool Jade	3316 SE 12th Ave
26	Health Care & Social Asstnc	Child Day Care Services	Academic Nursery & Kindergarten	Blooming Garden Preschool	3915 SE Steele St
27	Health Care & Social Asstnc	Child Day Care Services	Academic Nursery & Kindergarten	Brooklyn Co-op Preschool	2901 SE Steele St
28	Health Care & Social Asstnc	Child Day Care Services	Academic Nursery & Kindergarten	Kinder Care Learning Center	2215 SE Gladstone St
29	Health Care & Social Asstnc	Child Day Care Services	Academic Nursery & Kindergarten	Montessori Whole Child Center	5909 SE 40th Ave
30	Health Care & Social Asstnc	Child Day Care Services	Academic Nursery & Kindergarten	Puddletown School	3214 SE Holgate Blvd # 81