INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT

Building community capacity to make informed decisions about light rail and urban renewal in Portland.
Interstate Corridor Community Involvement

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INTRODUCTION

The Portland, Oregon metropolitan area continues to pursue the implementation of a regional light rail system. A key element to building this system has been a broad-based and comprehensive community involvement effort. Public support over the last 25-years has been the key to completing three legs of the system, with one under construction, and two additional corridors in the planning stages.

Planning for the light rail system began in 1974, when the Portland City Council, led by Mayor Neil Goldschmidt, rejected the construction of the Mt. Hood Freeway because of adverse environmental impacts—including displacement of 1,600 homes and 200 businesses, air quality, and urban sprawl. A regional task force was formed that recommended development of a new regional transportation plan that would emphasize the role of transit, including light rail, to support regional land use goals.

The City of Portland created the Regional Rail Program (RRP) in 1989 to advance Portland’s effort to develop a regional rail system. Technical studies were completed and information was decimated through outreach to encourage public participation. The RRP advocated for the role of light rail as a tool to shape land use and to benefit the environment and economic development.

During the past five years, City of Portland staff have supported efforts by Metro and Tri-Met to complete work on the South/North Light Rail Project and the reconfigured Interstate MAX 5.8-mile light rail extension through North Portland. A key role for City of Portland Office of Transportation staff has been to assist in community involvement efforts for South/North Light Rail, Interstate MAX, and the accompanying Interstate Corridor Urban Renewal Project.

This document will focus on the City of Portland Office of Transportation community involvement philosophy and application /efforts as they impacted the building of community capacity to make informed decisions about light rail and urban renewal in Portland.

‘Gentrification’ is referenced throughout this document as it relates to decision making capacity building within the context of the community’s intrinsic and articulated value of displacement prevention.

Portland Metropolitan Light Rail System Overview

Transit service in the Portland metropolitan area is provided by Tri-Met (the Tri-County Metropolitan Transportation District of Oregon). Tri-Met works closely with the City of Portland and other regional partners to encourage the use of transit and expand the transit system to support regional land use goals. The light rail system, known as MAX (Metropolitan Area eXpress) consists of the following:

- Eastside MAX, the first light rail line to be constructed, runs 15-miles from Downtown Portland to Gresham, the largest suburb in the Portland metropolitan region. Service started in Fall 1986.
- The second line was the 18-mile Westside MAX line, which connects Hillsboro and Beaverton to Downtown Portland. This line connects with the Eastside MAX line to Gresham. Service started in Fall 1998. The Westside and Eastside lines are now known as the “Blue Line”.
- The Airport MAX “Red Line” opened on September 10, 2001. This 5.5 mile extension off the Eastside MAX “Blue Line” provides direct light rail service to the Portland International Airport (PDX).
- The Interstate MAX “Yellow Line” is currently under construction and is scheduled to open in Fall 2004.
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Interstate MAX Project History

The Interstate MAX Project was part of the South/North Transit Corridor. Upon the completion of the environmental impact statement for the Westside MAX line in 1994, the next regional priorities were to expand the light rail system to Clackamas County (the South Corridor), then Vancouver, Washington (the North Corridor). The following is a brief history of the South/North Project.

- In 1994, 63.5% of Portland area voters said ‘Yes’ to a bond measure to finance their share of building the South/North Light Rail Project. This alignment would have run from Clackamas County, Oregon over the Columbia River into Clark County, Washington.

- In 1995, Clark County, Washington voters said ‘No’ to a bond measure to finance their portion of the alignment. This resulted in a shortened alignment that extended about one mile into Vancouver, Washington.

- In 1996, an Oregon statewide ballot measure to provide for the State’s share of the South/North Project was defeated. The Portland metropolitan area continued to support this project, with a 51% ‘Yes’ vote in the region.

- In 1998, a Portland regional bond measure to provide the local share for the South/North Project was defeated. While 54% of City of Portland voters said ‘Yes’ to the bond measure, regional opposition in the suburbs defeated the measure. 55.1% of voters within a ½ mile radius of the Interstate MAX line did vote ‘Yes’ on this South/North measure.

In response to the 1998 loss of voter support for the South/North Project local funding, regional elected officials held a series of “listening posts”, where the community was invited to comment on how to best meet future transportation needs in the region. Many participants suggested moving forward with a shorter, less expensive project in North Portland.

In March 1999, a group of local business and community leaders asked Tri-Met, Metro and the City of Portland to investigate a new Interstate Avenue Alignment, that would run 5.8 miles from the Rose Quarter (which intersects with the East/West MAX) to the Expo Center.

The Tri-Met Board of Directors and the Metro Council directed staff to prepare a Supplemental Draft Environmental Impact Statement (SDEIS) to examine this option. The SDEIS was published in the Federal Register in April 1999. The Locally Preferred Strategy, adopting the Interstate Alignment as the preferred alignment in the North Corridor was adopted in June 1999 by the Portland City Council, Tri-Met, and Metro. Tri-Met proceeded to complete the Final Environmental Impact Statement. Portland City Council adopted the FEIS and a Conceptual Design Report in October 1999.

The Interstate MAX presented several unique challenges to the City of Portland and Tri-Met. The Interstate MAX, unlike the Eastside MAX and Westside MAX would operate through a well established urban neighborhood with a history of forced displacement caused by public works and urban renewal projects.

The primary issues raised by community members commenting upon the future of light rail in North/Northeast Portland included:
- overall cost of the project, and
- concerns due to displacement impacts.
The decision to proceed with the Interstate Alignment was based on the following factors:

1) The Interstate Alignment supported the goals and policies of the Albina Community Plan (adopted in 1993), which is part of the City of Portland’s Comprehensive Plan. The Albina Community Plan sets goals and policies to guide the growth, development and the context for guiding capital projects and other funding decisions for much of North and Northeast Portland. Under Policy II: Transportation, the Plan states: “Take full advantage of the Albina Community’s location by improving its connections to the region. Emphasize light rail transit as the major transportation investment while improving access to freeways to serve industrial and employment centers. Protect neighborhood livability and viability of commercial areas when making transportation improvements. Provide safe and attractive routes for bicyclists and pedestrians.”;

2) Local voter support for a North light rail segment;

3) Advocacy from local businesses and community groups;

4) 57% of those who commented at Metro lead “listening posts” held in December 1999 and January 2000 indicated a continued interest in pursuing a light rail project to the north;

5) An independent poll, sponsored by Northwest Natural, found that 65% of residents living in precincts within a half mile of Interstate in May 1999 said ‘Yes’ to supporting a N. Interstate MAX line; and

6) The N. Interstate Ave. alignment could be designed and constructed in the existing roadway, with no forced displacement, and the capital costs would be significantly reduced by $100 million.

With the defeat of the South/North ballot measure, the Interstate MAX project was challenged to inform and involve all community members in the process of deciding whether or not to pursue a north light rail line and how the project would be implemented. The nature of the community involvement effort that follows was to encourage conflicting perspectives to be voiced, in order to address all conceivable problems and produce the best solutions and the best possible product. During the South/North Transit Corridor Study, outreach groundwork was well laid for community awareness.
INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT

COMMUNITY SETTING

To understand the issues involved in bringing regional light rail to North/Northeast Portland, it is necessary to give context to the historic, social, demographic and economic environment.

North/Northeast Portland Historic Setting

Many community members have feared that to revitalize the area will mean that those currently living and working in the area will be driven out and not benefit from the new development. The concerns about the negative impacts of displacement and gentrification come from very real historical experiences/memories. The area was once home to the City’s thriving African American community which was comprised of a residential area, business districts, entrepreneurs and economic systems (“Portland’s Albina Community - The History of Portland’s African American Community 1805 to Present”, prepared February 1993 by the Portland Bureau of Planning). While still the center of Portland’s African American/Black community, N/NE Portland would not currently be categorized as depicting a thriving African American business district/economic system.

In 1948, Vanport City, a multi-cultural community, on the north edge of Portland, which was created by the Kaiser Company to support the World War II ship building effort, was destroyed by a flood when a dam broke. Many community members remain suspicious because, “The Vanport Flood of May 1948 resolved the dilemma of Portland developers who wanted to get rid of the housing units and develop this valuable piece of property” (Portland State University, History of the Albina Plan Area, p.34). Surviving families of color were restricted to North/Northeast Portland resettlement due to housing shortages and racism.

In this North/Northeast Portland area, urban renewal (skeptically called “Negro Removal” by the African American community) projects of the 60’s and 70’s dispersed and diminished the community, while the construction of the Interstate 5 Freeway tore the community asunder and left a scar between North and Northeast Portland.

These experiences created a reasonable distrust of government by community members:

- Community members, who reflect a higher demographic percentage of people with lower incomes and a higher percentage of diverse races, ethnicities and languages than is represented Portland-wide;
- Community members, who have made a home in an area that is seen as an underserved and neglected part of the Portland Metropolitan community.

While some community members referred to the Interstate MAX project as the “metal arm of gentrification”, these same people acknowledged that gentrification displacement was already well underway in North/Northeast Portland.

When the Portland City Council initiated pursuit of an Interstate Corridor Urban Renewal Project to provide the City’s share of matching funds for the Interstate MAX and to implement revitalization strategies for the area, the community responded affirmatively. Community advocates expressed that the community is strong, empowered, and ready to direct revitalization in their own best interest now, and should not be deprived of the benefits of development that other City areas have been receiving.

Social/Economic/Demographics Setting

Demographic information compiled in the “Interstate Corridor Urban Renewal Area Base Data and Trends” February 2001 report prepared by Portland Development Commission, reflects the North/Northeast Albina Community to be the most diverse area in Portland. The report includes Land, Business, Housing and Resident Profiles.

It is important to note that the Interstate Corridor Urban Renewal boundary does not coincide with the geographic area of actual data sources. The Base Data and Trends report’s use of census track data means that references to ‘Interstate Corridor’ population incorporate more people and area than actually comprise the Interstate Corridor Urban Renewal Area.
What follows are samples of demographic resident profile information that identify the target groups that have been traditionally vulnerable to gentrification displacement.

**Total Population/Persons**
In 1996, the Interstate Corridor had a population of over 47,000, nearly 11% of the City of Portland. Table 1 compares the population of the Interstate Corridor with North/Northeast Portland and the City of Portland.

### Table 1: Total Population

<table>
<thead>
<tr>
<th>Geographic Area</th>
<th>1996-Population</th>
<th>Percent of Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interstate Corridor</td>
<td>47,440</td>
<td>10.6%</td>
</tr>
<tr>
<td>North/Inner Northeast</td>
<td>89,215</td>
<td>20.0%</td>
</tr>
<tr>
<td>City of Portland</td>
<td>445,014</td>
<td></td>
</tr>
</tbody>
</table>

Source: 1996 American Community Survey

**Race & Ethnicity**
The Interstate Corridor contains a very high percentage of “minority” population compared to the city-wide average. In 1996, over 27% of the residents in the Interstate Corridor were African American/Black, compared with less than 9% for the City of Portland. The Hispanic/Latino/a and Native American/Indigenous populations are also larger in the Interstate Corridor than the city wide average.

Note in the following tables that adding up each of the Race categories will not equal the total number of residents. This is because the US Census reports Hispanic/Latino/a Origin separate from Race. People of Hispanic/Latino/a Origin are “double counted” in the race table because a person can be classified by the Census as both a specified Race and of Hispanic/Latino/a Origin.

### Table 2: 1996 Population Characteristics By Race and Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Interstate % of total</th>
<th>N/Inner NE Portland % of total</th>
<th>Portland % of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>63.4%</td>
<td>62.1%</td>
<td>81.9%</td>
</tr>
<tr>
<td>Black/African Am</td>
<td>27.1%</td>
<td>28.6%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Native Amer.*</td>
<td>2.0%</td>
<td>2.2%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Asian**</td>
<td>5.6%</td>
<td>4.9%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Others</td>
<td>2.0%</td>
<td>2.2%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Minority Pop.***</td>
<td>36.6%</td>
<td>37.9%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Hispanic****</td>
<td>6.8%</td>
<td>7.3%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

*American Indian, Eskimo, or Aleut / Indigenous  ** Asian or Pacific Islander  *** Minority Population includes Non-White people of Hispanic / Latino/a Origin  **** US Census calculates Race and Hispanic origin separately. The numbers of people of Hispanic Origin are also “double counted” in the White, Black and Other Race Categories

Source: 1996 American Community Survey

### Poverty Level

The U.S. Census Bureau calculates the poverty level based on the average food costs for households, according to household type, size, and household income. It is set by the federal government annually for the Portland-Vancouver area. The poverty rate represents the percentage of the total population living in households with incomes below the established poverty level.

While the City of Portland saw an increase in the poverty rate from 12.9% in 1990 to 15.1% in 1996, the neighborhoods in North/Inner Northeast experienced declines in the poverty rate. The number of people in households with income below the poverty level decreased in Interstate by over 400 people, a 3.9% decrease. Even with declines, the poverty level of North/Inner Northeast, and more specifically Interstate, remained significantly higher than the poverty rate for the entire city.

### Table 3: 1996 Persons Below Poverty

<table>
<thead>
<tr>
<th>Geographic Area</th>
<th>1996 Persons Below Poverty</th>
<th>% In Poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interstate</td>
<td>10,941</td>
<td>23.2%</td>
</tr>
<tr>
<td>North/Inner Northeast</td>
<td>18,638</td>
<td>21.1%</td>
</tr>
<tr>
<td>City of Portland</td>
<td>66,972</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

Sources: 1996 American Community Survey
INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT

Poverty by Race
The following table outlines poverty rates by race. This information was not available for 1996. The table illustrates that poverty percentages are much higher for “minority” populations than White residents. Poverty percentages within North/Inner Northeast and Interstate are consistently higher than the City of Portland percentages among all different racial categories.

The percentage of Blacks/African Americans in Interstate in poverty level households in 1990 was 37.2% and the rate was even higher among Native Americans/Indigenous USA. Asian/Pacific Islander residents in Interstate have a significantly higher poverty rate than in the City as a whole.

Table 4: 1990 Poverty By Race

<table>
<thead>
<tr>
<th></th>
<th>Interstate</th>
<th>N/Inner NE Portland</th>
<th>Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race</td>
<td>Persons Below</td>
<td>Persons Below</td>
<td>Persons Below</td>
</tr>
<tr>
<td></td>
<td>Poverty Rate</td>
<td>Poverty Rate</td>
<td>Poverty Rate</td>
</tr>
<tr>
<td>White</td>
<td>6,327</td>
<td>19.9%</td>
<td>9,659</td>
</tr>
<tr>
<td>Black/Afri. Amer.</td>
<td>6,267</td>
<td>37.2%</td>
<td>7,973</td>
</tr>
<tr>
<td>Native Amer.*</td>
<td>444</td>
<td>46.5%</td>
<td>706</td>
</tr>
<tr>
<td>Asian**</td>
<td>837</td>
<td>34.6%</td>
<td>1,099</td>
</tr>
<tr>
<td>Other</td>
<td>315</td>
<td>33.1%</td>
<td>359</td>
</tr>
<tr>
<td>Hispanic***</td>
<td>825</td>
<td>32.0%</td>
<td>1,115</td>
</tr>
</tbody>
</table>

*American Indian, Eskimo, or Aleut / Indigenous  ** Asian or Pacific Islander  ***All people of Hispanic Latino/a Origin

COMMUNITY INVOLVEMENT

To build community capacity to make informed decisions about the N. Interstate MAX light rail and the Interstate Corridor Urban Renewal Area Project, an inter-governmental partnership was formed between Tri-County Metropolitan Transportation District (Tri-Met), Metro (elected regional government serving Clackamas, Washington and Multnomah County), City of Portland, and Portland Development Commission (PDC).

Overall Public Involvement Structure

Interstate MAX
Tri-Met managed the overall public process for the Interstate MAX light rail project. The overall process included:
- appointment of the Interstate MAX Community Advisory Committee;
- establishment of the informational field office;
- scheduling and agenda setting for Community Forums and Public Hearings;
- construction surveying of Interstate alignment residents and businesses;
- creation of topic specific advisory committees;
- database development;
- incorporating meetings with community organizations and their staff;
- quarterly publication of the “Intersections” newsletter.

Interstate Corridor Urban Renewal Area
The Portland Development Commission managed the overall public process for the Interstate Corridor Urban Renewal Area project (which will fund the $30 million City portion of the Interstate MAX project and contribute approximately $250 million to revitalization in the area). The overall process included:
- appointment of the Interstate Corridor Urban Renewal Area Advisory Committee and Working Groups;
- development of an Interstate “Urban Renewal Area Plan”, boundaries, and funding distribution;
- scheduling and agenda setting for Community Forums and Public Hearings;
- amassing of the “Interstate Corridor Urban Renewal Area Base Data and Trends” February 2001 report;
- database development;
- incorporating meetings with community organizations and their staff;
- initiating revitalization strategy setting for five of the Interstate MAX station areas; and
- monthly publication of the “Interstate Corridor Urban Renewal Bulletin”.

COMMUNITY INVOLVEMENT
**Portland Office of Transportation (PDOT) Interstate Area Personnel**

This paper focuses on the role of community involvement played by the City of Portland Office of Transportation-Transportation Planning staff assigned to the Interstate project area:

- **PDOT Program Manager: Stephen Iwata** has been with the City of Portland since 1980 and has broad experience with light rail projects, transportation planning policies, and station area planning. He served as the City of Portland’s Project Manager for the North Portland Light Rail Project. In the past, he has also worked on: the Banfield LRT Project, the Westside LRT Project, the South/North LRT Project, 2040 Centers Transportation Strategy and Mode Split Transportation Growth Management, Central City Transportation Management Plan, the Citywide Policy on Encroachments in the Public Right-of-Way, Union Station Transportation Study, and the Convention Center Alternative Sites Transportation Analysis.

- **PDOT Community Involvement Specialist: Lore Wintergreen** has worked with the City of Portland Office of Transportation since May of 1999. She has four years experience organizing in N/NE Portland, with a focus on organizing in the African American/Black, Hispanic/Latino/a, and low-income communities. Ms Wintergreen has an accumulated 25-year history of program management and community involvement and organizing with youth, people living with HIV/AIDS, people-of-color, homelessness, and women and children surviving rape and battering.

- **PDOT Community Involvement Specialist: Teresa Bliven** has been with the City of Portland since May of 1999. She has broad experience working with businesses and business organizations in N/NE Portland, specifically businesses owned and operated by the diverse populations that make up N/NE Portland. She is bi-cultural/bi-lingual in Spanish/English and has extensive connections in the Hispanic/Latino/a community. In July 2000, she left the Office of Transportation to Coordinate the Bureau of Purchases, Contractor Development Division’s Sheltered Market Program.

- **Associate Planner: Art Pearce** has been with the Office of Transportation since July 1998. Mr. Pearce worked on the following City of Portland projects: North Macadam Street Plan/Zoning/Urban Renewal Area, and 2040 Centers Transportation Strategies and Mode Split Targets Project. He also brings experience as a GIS Teaching Assistant, Financial Development Associate with Ecumenical Ministries of Oregon, Urban Semester Program Director, and Environmental Federation of Oregon Outreach Coordinator.

- **PDOT Associate Planner: Deena Platman** joined the Portland Office of Transportation’s Transit Program in 1995. Ms Platman has worked on the following projects: the South/North Transit Corridor Study; the Central City Transit Plan; North Corridor Economic Analysis Study; and the 2040 Centers Transportation Strategies and Mode Split Targets Project.

- **PDOT Staff Assistant: Philip Harris** joined the Portland Office of Transportation in December 2000. Mr. Harris had previously worked as a planner with Tri-Met’s land development section. Projects he has worked with include: The Tri-Met Community Building Sourcebook; Lindbergh MARTA station area redevelopment research in Atlanta; and public awareness for the SW Atlanta Comprehensive Development Plan. He also has experience as a workshop coordinator for World Education Berkshire and the National Association of Development Education Centers in the United Kingdom.
INTERNATIONAL CORRIDOR COMMUNITY INVOLVEMENT

Lessons Learned From South/North Transit Corridor Study Community Involvement

While community involvement on the South/North Project reached people in N/NE Portland, people-of-color and low-income people remained traditionally under-involved. The methods/tools employed were inclusive, but the relationships and rapport with these underrepresented populations needed to be expanded upon. A lesson learned was that, “It’s not what you do, but how you do it.”

With this realization, the City of Portland hired two community involvement workers who had experience, relationships and credibility in the targeted area and with members of the underrepresented communities.

Philosophy of PDOT’s Interstate MAX Community Involvement

The goal of community involvement has been to include participation that represents the diverse community in the Interstate Corridor. Based on previous outreach, PDOT staff recognized the need for targeted efforts to insure participation by those traditionally underrepresented. Everyone agreed that all perspectives needed to be involved to build the best project possible.

Based upon the aforementioned history, it was essential that the community actively participate in the development of the proposed Interstate Max and later the Interstate Corridor Urban Renewal Area project. In order to build the capacity of community members to make informed recommendations, the practical support and knowledge of the technical assistance teams was made available through the aforementioned inter-governmental partnerships.

The Interstate Corridor is a very diverse community: ethnically/racially, economically, and institutionally (schools, faith institutions, hospitals, etc.). Because of this diversity, there is also a diversity of ideas, concerns, and interests. To involve a diverse community requires a diversification of approaches, though much of our success in involving diverse peoples had to do with relationship building.

Key Elements Included In PDOT’s Community Involvement

- Community involvement has been much about respectfully listening and promoting dialogue.
- Community-based racial/ethnic identified groups; environmental and social service organizations; government agencies; and neighborhood and business associations were briefed on a regular basis. Initially the briefings served to build organizational representative capacity and later to sustain that capacity building throughout the various stages and projects centered on the proposed Interstate MAX and the Interstate Corridor Urban Renewal Area.
- One-on-one meetings and phone calls were made to community stakeholders and ‘regular folks’ to keep people apprised of decisions to be made and how those decisions might affect their specific interests. Staff often strategized with community members, alerting them as to important junctures/times/meetings wherein they might most effectively access pertinent decision making and authority.
- As recommendations and plans were being drafted, technical staff made themselves readily available to research or respond to inquiries that could assist the community in making better informed decisions.

As was consistent throughout this process, it was important for staff to authentically engage people in community involvement, not public relations (promoting or selling of a product). In this community that felt used and abused, it was the only way to build trust. Staff made it clear during briefings/presentations/one-on-one meetings/phone calls that they were there to:

- move people beyond apathy and hopelessness, into a realization that they could make informed choices and access authority in advocating for their best interest;
- encourage people to express themselves, not to try to influence or talk people out of their perspective; and
- offer access to factual information and support people to process that information, apply it to their own situation, and to assume the responsibility for seeing to it that the community’s best interest was being served.
The relationships developed through such communications built trust and informed constructive participation. Community members realized that people of differing opinions and agendas were receiving the same types of calls—the point being to get everyone who had an active stake in the decision making to the table at the same time, so that inclusive and informed negotiation could happen.

During this process, community-based organizations often took leadership and expanded upon government’s efforts. In effect, they did our work for us. As very active partners, community-based organization and community leader involvement contributed strongly to project components and direction. The community has come to embrace this as their project.

How PDOT staff attempted to apply this philosophy is further described in this report. The success of this effort is reflected in the design and implementation of the Interstate MAX and Interstate Corridor Urban Renewal projects, as they reflect the respectful application of the community’s input. The process has served to build trust, as participation has been more inclusive of traditionally underrepresented peoples and community members have seen evidence of being heard reflected in the planning.

**Standard Community Involvement Practices**

Some basic community involvement logistical operations/mechanisms were fairly consistent throughout:

**Community & Committee/Taskforce Meetings and Public Hearings**
- Meetings were held during the evening or on weekends.
- Meeting locations were mobility device/wheelchair accessible and held in local community familiar venues.
- Community and committee/taskforce meetings provided food and beverage from local vendors.
- Community and committee/taskforce meeting notices offered certified child care, and language interpretation and translation upon request (with reasonable notice).
- Meeting notices provided bus service information.
- Community and committee/taskforce meetings had sign-in sheets requesting names, address, phone number, neighborhood/organizational affiliation if applicable, and email in order to build data bases and contact lists for direct meeting notification in the future (as the project progressed the contact lists grew).
- Meetings were staffed by teams of agency personnel and consultants.
- Community meetings and public hearings were preceded with phone calls and emails that described what would be discussed and why community members should become involved.
- Committee/taskforce meetings were preceded with phone calls, and the previous meeting’s minutes/notes and the proposed agenda were distributed through email or postal service. Update information packets were distributed at each meeting.

**Interstate MAX Information Field Office**
- The Interstate MAX Information field office hours included evening hours.
- The Interstate MAX Information field office served as a community meeting space and was the repository for the distribution of racial/cultural/neighborhood-based community newspapers.

**Written Materials**
- Interstate MAX Fact Sheet handouts were translated into seven languages.
- Flyers and posters were distributed at churches/mosques, restaurants, businesses, and social service and community-based organizations.
- Flyer and poster distribution were accompanied with information sharing and dialogue whenever possible.
- Written outreach materials were targeted at a 5th grade reading level, utilizing graphics, maps, and pictures whenever practical.
- Written outreach materials had agency contact names with address, phone, and email for English and Spanish speakers, a TDD contact, and website information.

**Media**
- Public Service Announcements (PSAs) were distributed to print, radio and television media for all community meetings and public hearings.
- Media representatives serving underrepresented populations received personalized phone calls explaining the significance of each community meeting or public hearing.

**Canvassing**
- Door-to-door canvassers and surveyors were trained to encourage all opinions and to stress the importance of speaking-out.
- Door-to-door canvassers and surveyors carried a sheet of paper with a paragraph in each of seven languages which queried the respondents preferred language and made a commitment to return with an interpreter who also offered interpretation services for future meetings.
- Door-to-door canvassing happened during evenings and weekends, with follow-up on weekdays.
COMMUNITY CAPACITY
MOVING FORWARD WITH AN INFORMED POPULACE

City of Portland Office of Transportation, Tri-Met, and Portland Development Commission have sought to bring people to the table early in the planning of the Interstate MAX and Interstate Corridor Urban Renewal projects. By doing so, a diverse and educated base of community participants broadened the institutional perspective and knowledge base. This capacity building also set a standard for the constructive integration of expanded community involvement.

There is now a collective memory of why and how decisions have been made, and a collective investment in creating the best project possible within established and realistic parameters.

In an attempt to meet the goal of having the existing community benefit from the Interstate MAX and Interstate Corridor Urban Renewal, a new standard for community involvement has been set.

What follows is a description of the practical application of PDOT’s community involvement structure, philosophy, key elements and practices to-date as is related to the N. Interstate MAX and Interstate Corridor Urban Renewal projects. This community involvement work was done by PDOT in partnership with Tri-Met, PDC, METRO, the Coalition For a Livable Future, community-based organizations, communities of faith, and many committed individuals.

Three distinct methods are used to depict the community involvement process:
- **A timeline** of activities with reference to quantifiable outreach efforts;
- **Maps** depicting what happened, where it happened, and the number of community members attending; and
- **Narrative** telling the story of how the aforementioned community involvement philosophy was strategically applied.

The community, having been involved in articulating project guidelines and establishing criteria, will now participate in translating their vision into tangible bricks and mortar project decisions. These decisions will manifest the future of this N/NE Portland community. It is essential that community members continue to define this future.
PORTLAND OFFICE OF TRANSPORTATION (PDOT) COMMUNITY INVOLVEMENT APPLICATIONS/EFFORTS

We have established three overlapping demarcations, each including a timeline, map(s) and narrative:

- Interstate MAX Community Involvement (April 1999 – December 2000)
- Interstate Corridor Urban Renewal (July 1999 – July 2001)
- Interstate MAX Station Area Revitalization (October 2000 – May 2001)
INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT

GENERAL OUTREACH MAY – JUNE 1999

After the defeat of the November 1998 ballot measure, Portland Office of Transportation’s (PDOT) Community Outreach staff left due to the uncertainty of future project funding and to pursue other career opportunities. As part of a Tri-Met Interstate MAX project intergovernmental agreement to complete the Supplemental Draft Environmental Impact Statement (SDEIS) and Final Environmental Impact Statement (FEIS), PDOT was provided funding for staff participation. This included funding for community involvement staff to supplement Tri-Met’s outreach efforts.

The new PDOT Community Involvement Specialists joined the Interstate MAX team after the establishment of the Interstate MAX Advisory Committee, Interstate MAX Information field office, and the May 1999 Open Houses, and before the SDEIS Public Hearing.

As new players involved in their first Public Hearing, PDOT’s community involvement staff introduced and acquainted themselves with the project and the people involved with transportation and light rail issues. During this time, the staff also started to integrate their community-based experience into their community involvement approach by:

- Translating technical language and concepts into more accessible language, keeping communication in easily understood, non-technical language;
- Expanding the role of the field office, by including the delivery of racial/ethnic community-based newspapers, displaying posters of community events, and providing children’s play items;
- Initiating briefings/presentations/one-on-one meetings/phone calls with those traditionally underrepresented members of the community (people-of-color and low-income people in the area and/or their representatives).

The new PDOT community involvement staff had previously developed relationships in North/Northeast Portland that they could call upon. They contacted people that they knew and provided information about the Interstate MAX project, engaging in discussions about how this project could affect the person and the communities to which they belonged and/or represented. These were the first steps in building community capacity to become involved in future decision making. Given that the traditionally underrepresented are historically the most vulnerable to gentrification displacement, this was often a topic/perspective raised in the conversations.

This period also marked the beginning of the door-to-door business construction survey. This survey opportunity served to not only provide accurate information for Tri-Met’s database and mailing list, but also to build relationships with Interstate business owners and operators.
**JUNE 1999**

| SDEIS Public Hearing                  | SDEIS June 1, 1999
|--------------------------------------|----------------------------------------
| (99 community members attended)      | Portland City Council June 15, 1999    |
| **Briefings/presentations/one-on-one**|                                        |
| **meetings**                         |                                        |
| (30 community stakeholders):         |                                        |
| **Portand CityCouncil**              |                                        |
| **Public Hearing**                   |                                        |
| (98 community members signed-up to provide testimony) |                                        |

7,500 Public Hearing notices were mailed
Phone calls made
Door to door distribution of public hearing notices along alignment and two blocks up district collector cross streets

Business Associations: 1
Community Based Racial/Ethnic: 5
Environmental/ Social Services: 16
Government Agencies: 3
Neighborhood Associations/Groups: 5

Over 400 Phone calls made to community members
69 locations received flyers, fact sheets and response cards

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**INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT**

The first major Interstate MAX effort that PDOT Community Involvement staff had the opportunity to organize was the June 1999 City Council Public Hearing on the SDEIS and proposed adoption of the ‘Locally Preferred Strategy’. This was a time for the community to testify before City Council on the recommendation to select the North Interstate Alignment as the next priority for light rail construction in the Portland metropolitan region.

In preparation for City Council Public Hearing, PDOT staff intensified efforts to contact people traditionally underrepresented, to engage in dialogue and encourage active participation.

A key community involvement strategy was to notify 400 people over the telephone. These phone calls were made to: attendees at the Open Houses, Anti-Interstate MAX petitioners, IMAC members and attendees, SDEIS Public Hearing attendees; people previously involved in the South/North light rail project, EJAG members; and previously established contacts. The phone calls also served as an opportunity to reinforce the relationships between the community and the PDOT staff.

At the City Council Hearing, the Interstate MAX Advisory Committee (IMAC) presented a majority report in support of pursuing the Interstate alignment (a minority report was also presented).

The Portland City Council adopted the Interstate Avenue alignment as the preferred alignment and made a commitment to provide City funding for their share of the local match required to construct the project.
The SDEIS Public Hearing was well attended by people traditionally involved with transportation and light rail project issues. The Portland City Council Public Hearing included a broader representation of the community. City Council members noted the diverse range of speakers representing community concerns:

- Deputy Consulate of Mexico,
- Child Care Providers,
- Members Of The NAACP,
- Members Of The Latino Roundtable,
- Business Association Members,
- Area Drug And Alcohol Program Participants,
- Social Service Agencies,
- Community Elders,
- Area Businesses,
- Environmental Justice Advocates,
- Neighborhood Association Members,
- Albina Ministerial Alliance Staff,
- People Of Color And Low-Income People Advocacy Group Members,
- High School Multicultural Program Students and Teachers,
- Folk Who Live Down The Block From The Proposed Project,
- Living Wage Advocates,
- Members Of The Interstate Max Advisory Committee, and
- Bicycle Advocates.

English/Spanish interpretation was provided for a number of speakers during testimony.

The City Council also identified the following issues for further evaluation:

1) Development of a North and Northeast Portland Revitalization Strategy should include:

- A strategy based on a collaborative public involvement process that would include the creating of a main street urban plan for N. Interstate Avenue; revitalization strategies for new residential, commercial, and job-based development; and identification of transportation improvements to support economic revitalization and land use strategies.
- Portland Development Commission’s use of the Albina Community Plan to undertake a community involvement process to develop revitalization strategies and prepare development strategies.
- Tri-Met preparing a transit service plan to support the future Interstate MAX service and achieve City goals for job access.
- Tri-Met working with the City of Portland and the Oregon Construction Workforce Alliance to foster apprenticeship training and employment of a diverse workforce on the light rail project.

2) Tri-Met and PDOT staff’s evaluation of several design issues based upon community testimony, including:

- Track design
- Traffic impacts
- Kenton Station design and location
- Bicycle Facilities, and
- Expo and PIR Station design

Following the City Council approval, the Tri-Met Board of Directors and the Metro Council adopted the Interstate Alignment as the Locally Preferred Strategy.
### INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT

#### General Outreach

**July 1999 – December 2000**

The Portland City Council approval of the Interstate MAX Project triggered a series of public processes to respond to Council directives. What follows describes the PDOT staff role in community involvement efforts to respond to bicycle access, design, revitalization strategy, workforce, and other related issues.

During this period, it was critically important to coordinate community involvement activities so as to encourage maximum community participation and to avoid “meeting burnout”. PDOT staff played an important role in coordinating the outreach activities between Tri-Met and the Portland Development Commission (PDC).

At the City Council Hearing, many community members expressed concerns regarding the impacts revitalization would have on gentrification. With the pursuit of a N/NE Portland Revitalization Strategy that became the Interstate Corridor Urban Renewal Area, this was an important juncture for PDOT staff to continue active engagement with traditionally under-represented members of the community. The community need for briefings/presentations/one-on-one meetings continued, with enhanced efforts to engage community-based racial/ethnic groups, social services, and neighborhood associations/groups.

PDOT staff also added television to the community involvement techniques being utilized, in an attempt to find the people not being reached through written and in-person formats. Scheduled Interstate MAX updates ran on five successive *NE Spectrum* cable television shows during this period. (*NE Spectrum* was targeted to reach African American community members.)

The Coalition for a Livable Future staff met weekly with PDOT community Involvement staff. CLF also established a monthly meeting for ‘N/NE Portland Community Involvement Workers’. This participation kept PDOT staff in touch with what was happening in the area and provided an opportunity to build relationships with, inform, engage, and partner with other community involvement workers.

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<thead>
<tr>
<th><strong>GENERAL OUTREACH</strong></th>
<th><strong>JULY 1999- DECEMBER 2000</strong></th>
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<tbody>
<tr>
<td><strong>FEIS Document Outreach</strong></td>
<td>FEIS document distributed to: SDEIS distribution list, Local libraries, Community and neighborhood organizations, and at the Interstate MAX Information Office on N. Interstate</td>
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<tr>
<td><strong>One-on-one meetings/briefings/presentations (90 identified stakeholders):</strong></td>
<td>Government Agencies: 10 Community Based Racial/Ethnic Groups: 27 Environmental/Social Services Groups: 15 Neighborhood Associations/Groups: 26 Business Associations: 12</td>
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<tr>
<td><strong>Bus Service Planning Workshops</strong></td>
<td>The Interstate MAX Information Field Office was staffed weekly both days/evenings</td>
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<tr>
<td><strong>Kenton Station Workshop</strong></td>
<td>Interstate MAX “Intersections” newsletter distributed quarterly to approximately 4,500 people</td>
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<td>Interstate MAX Advisory Committee continues in stewardship role</td>
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<td>N/NE community involvement worker meetings held on a regular basis</td>
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<td></td>
<td>NE Spectrum Cable TV Program had project related guests on 5 successive shows.</td>
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<td>Combined mailer to over 4,000 people announcing Bus Service Workshops and August and September Forums</td>
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<td>Meeting notices distributed door-to-door to Kenton area businesses</td>
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<td></td>
<td>Announcements were made at Kenton neighborhood and business meetings</td>
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<tr>
<td>AUGUST 1999</td>
<td></td>
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| **Interstate MAX Community Forum I**  
(99 community attendees) | Advertised in the 5 local newspapers (including racially/ethnically targeted), 2 websites and on the Transportation Hotline. |
| **One-on-one meetings/briefings/presentations**  
(41 community stakeholders): | Business Associations: 3  
Community Based Racial/Ethnic: 14  
Environmental/ Social Services: 7  
Government Agencies: 7  
Neighborhood Associations/Groups: 10 |

**Interstate MAX Community Forums I & II**  
*August 18 & 19 and September 24 & 25 1999*

Community Forums were used to involve the community in developing the Interstate MAX design in response to public comments at the SDEIS Public Hearings. PDOT Community Involvement staff recommended that the community would be more responsive to a conference format that repeated the workshop offerings four times over a two-day period (week night & Saturday), than to several scattered issue-specific workshops.

The reasoning behind the recommendation was that:
- community members would not be overwhelmed with multiple dates, some representing subject matter that was uncomfortably unfamiliar;
- by repeating the offering of concurrent sessions in a consolidated timeframe, community members would be more likely to attend multiple sessions; and
- through a brief introductory overview, community members would be given a description of each break-out session, which would build their capacity to better understand the complexity of the issues to be addressed in development of the Interstate MAX.

In addition, PDOT staff recommended that members of the Interstate MAX Advisory Committee (IMAC) should co-facilitate each session with a technical staff member. This was intended to acknowledge the ongoing community representative participation in the project and to support IMAC member capacity building development, leadership and accountability.

Through weekly relationship building meetings with PDOT staff and N/NE Portland Outreach staff from the Urban League of Portland/Coalition for a Livable Future (CLF), community “Feedback Forms” were developed, distributed, and documented. Every effort was made to build a pro-active partnership with the Urban League-based CLF, because of their interest, investment, and involvement in the community’s environmental justice issues.


Based upon community suggestions, the September Forum II mimicked, but expanded upon the August sessions to include: Streetscape/Design, Traffic, Economic Development/Urban Renewal, Neighborhood Discussion, Brownfields, Construction Jobs and Contracting, Interstate MAX Background and Discussion, and Bus Service Planning.
In preparation for the second set of Community Forums, Portland Cable Access taped a 1.5 hour live call-in show in August. The show replicated the format of the August Forums by having the IMAC co-facilitators presenting information on each topic/session area and taking questions and comments from a station audience and the public-at-large over the phones. In addition, a staff member from the Environmental Justice Action Group provided a presentation on Brownfields that was to be added to the September Forum agenda. The repeated re-playing of the show served to emphasize the importance of the project and to advertise the September Forum II.

As our contacts expanded, our mailing and telephone contact lists grew to include more business survey contacts, property owners and residents along the alignment, and contacts generated through briefing/presentations/one-on-one meetings (which were increasingly emphasizing Community Based Racial/Ethnic community members). In addition, PDOT staff added mailing lists from the members of the Oregon Association of Minority Entrepreneurs and the North/North-east Portland attendees of the Northeast Housing Conference.

**Community Canvass**

Another key outreach tool was door-to-door canvassing. PDOT staff organized a door-to-door canvass to inform and engage residents living in a two-block radius of the N. Interstate corridor to participate in Forum II. We partnered with Urban League/CLF staff, IMAC members, EJAG, neighborhood association members, and Open Meadow School students to distribute flyers and dialogue with the community. Key community involvement strategies for this effort included:

- Interaction with residents to encourage their participation in the September Forum II, so that those approached would build the capacity to become active in planning the Interstate MAX and the Interstate Corridor Urban Renewal Area. This was structured so as to have people who live in and reflect the community, approaching, informing and involving affected community members;
- Training for the canvassers, which built their capacity to understand and be involved in the project;
- Provision of bi-lingual/cultural Spanish/English canvassers to reach Spanish speaking community members. PDOT staff developed flyers (one side English/one side Spanish) that were distributed during the canvass, at briefings/presentations/one-on-one meetings, and during business surveying.
- Incorporating Urban League/CLF staff who contributed a distribution flyer that addressed the concerns of displacement, higher rents, new jobs, and affordable housing related to the potential revitalization and urban renewal in the area.

Interactive canvassing is a technique strongly recommended by local African American community leaders, and one that seems to serve people of all races/cultures (as long as multiple language capability is available). Staff provided follow-up in two additional languages.
In October 1999, Tri-Met initiated residential construction surveying along the Interstate alignment. This served as an excellent opportunity for PDOT community involvement staff to not only gather accurate information for Tri-Met’s database, mailing list and construction planning, but also to distribute information and initiate conversations about the Interstate MAX and Interstate Corridor Urban Renewal Area projects.

PDOT staff dialogued with people one-on-one to raise issues about the project ramifications and the importance of being involved in the planning and decision making. They were on the streets anywhere from 8 AM to 10 PM seven days a week (making return trips when people were not home). Handouts were distributed based upon interest expressed and included: Interstate MAX Facts; Brownfields Information; Interstate Urban Renewal Information; Vehicle & Pedestrian Crossings on Interstate Ave. Before and After MAX; Who will Work on the Interstate MAX?; Construction Jobs & Contracting; Interstate MAX Art Program; and timely notification of any upcoming meetings and hearings. Language interpretation and translation of handouts into languages other than English was made available as needed (some handouts were pre-prepared in multiple languages).

Portland City Council Hearing on Interstate MAX Conceptual and Street Design Report and $30-million Funding Commitment October 12, 1999

Tri-Met and PDOT collaborated to prepare and present the “Conceptual and Street Design Report” to the Portland City Council in October 1999. This report responded to design issues identified in the June 1999 City Council Resolution. Due to the extensive community involvement effort that occurred over the summer and early fall, the community had taken the opportunity to provide direction, so the design recommendations had strong community support. There was an awareness that bicycle access issues should begin to be addressed at this point, so targeted phone calls were made to members of the bicycling community.

Informational postcards inviting people to provide testimony were mailed to the Interstate MAX mailing list which was now updated and included the Bicycle Transportation Alliance mailing list.

43 community members provided testimony at this evening Hearing. Portland City Council accepted the FEIS, committed to $30-million to fund the Interstate MAX project, and directed staff to involve the community in pursuing design issues related to the interface of bicycle access, parking, and development potential.
**Community Workshop with John Powell**

*October 30, 1999*

In response to the public testimony at the June 1999 City Council Hearing, a community workshop with Professor John Powell, a major force behind the environmental justice movement, was organized.

The workshop was co-sponsored by: Coalition for a Livable Future, Fair Housing Council, Community Development Network, Portland Office of Transportation, City of Portland Office of Commissioner Eric Sten, Portland Bureau of Housing and Community Development, and Portland State University. Under the leadership of the community-based organizations, PDOT staff was directly involved in planning, flyer distribution, facilitation, and minutes production and distribution in this partnership that brought Professor Powell to Portland.

Professor Powell was engaged to speak on issues of gentrification and displacement in a regional context, given:

- the Interstate MAX role as an extension of the Portland metropolitan regional light rail system;
- the potential for gentrification displacement when you couple this with an urban renewal project; and
- his national prominence as an independent/unaffiliated authority on the subject matter.

Professor Powell provided information, experiential examples, perspective and context for the community building interest-group discussions that followed his presentation.

The goal was to engage community member participation and the objectives were:

- to inform and educate;
- to listen and take direction;
- to build capacity to address and influence issues of gentrification and displacement; and
- to establish familiarity and networks with others wanting to impact urban renewal decision making.

83 community members attended the Workshop, which served to inspire much of the future activity addressing gentrification displacement and to determine who is most vulnerable in our community.
Under the direction of the Portland City Council, PDOT staff formed a thirteen-member Interstate MAX Bicycle Taskforce. Given the potential for conflicting development, parking, traffic and bicycling needs, the membership composition of the Taskforce was important. Contention must be brought to the table in order to make the best decisions and people must be open to integrating information and participating in constructive negotiation if a consensus is to be formed. Portland City Council Commissioner Charlie Hales accepted staff’s recommendation and appointed a Taskforce consisting of members representing the following interests:

- one bicycle activist/advocate;
- two Interstate business owner/operators;
- five neighborhood association members (two also serving on the Interstate MAX Advisory Committee, two also having bicycle advocacy affiliations, and one a small business operator);
- two involved with workforce issues; and
- two represented African American retail businesses located on streets that had been recently striped with bike lanes.

The African-American business representatives were particularly important because of their experience in having recently had bicycle lanes placed in front of their businesses, which are located on the Vancouver/Williams one-way couplet. This couplet is parallel to N. Interstate and about one-half mile to the east. Also, the striping of this street had been targeted as a symbol of revitalization’s encroachment in the African American community, eliciting the referential quote “white lanes of gentrification” by an African American community leader at an Albina Community Plan Update meeting. PDOT staff wanted to make sure that African American community issues were addressed in this process.

Four community members consistently attended Taskforce meetings and freely participated. Official testimony by additional occasional attendees was taken at the beginning and end of each meeting. In fact, one of the regular attendees assisted in the recommendation’s follow-up survey.

The Taskforce members were provided with technical assistance: federal, state and city standards and regulations; land zone mapping; development assessment; bicycle route alternative options; parking status per alternative; and traffic impact research.

The Interstate MAX Bicycle Taskforce unanimously endorsed a regional north/south bicycle route that went forward to the Portland City Council.
**Portland City Council Hearing on Interstate MAX Conceptual Design Report**

*February 23, 2000*

19 community members testified at the morning Portland City Council Hearing which addressed Conceptual Design Report revisions:
1. North Portland’s regional north/south bicycle route changes;
2. Moving of the N. Going St. light rail stop to N. Prescott; and
3. Moving of the northbound N. Overlook light rail stop to N. Fremont.

**Bicycle Taskforce Recommendations Survey**

Prior to the February City Council Hearing, PDOT community involvement staff took a Bicycle Taskforce Recommendation Survey door-to-door. 55 immediately affected residents, who lived on neighborhood collector or local streets off Interstate that would experience parking or driving lane loss due to the recommendation, responded to the survey. It was important to provide the residents on those blocks with an informational context for the recommendation and to have these people most adversely affected assess the pros and cons. The responses were significantly in support of the recommendation.

Given that all of the Conception Design Report revisions were generated from inclusive non-contentious community input, it was again perceived that standard public notification would be sufficient. The Interstate MAX mailing list now included additions from the Disadvantaged Business Enterprise/Workforce and Brownfield contacts. Capacity building briefing/presentation/one-on-one focus was given to Neighborhood Associations, with Community Based Racial/Ethnic Groups and Social Service Groups receiving targeted attention.

The Report was adopted with direction to staff to pursue and resolve two issues raised at the Hearing:
1. The Bicycle Taskforce recommended innovative bicycle access improvements to N. Willamette Blvd.; and
2. Parking and historic district concerns raised by Polish Library members.

| **FEBRUARY 2000** | **PORTLAND CITY COUNCIL HEARING- CONCEPTUAL DESIGN REPORT**
|---|---|
| **19 community members testified** | **4,300 informational post cards were mailed**
| **Email notification was sent out through community-based organization list serves** | **BICYCLE TASKFORCE RECOMMENDATIONS SURVEY**
| **(55 affected residents were surveyed)** | **(5 community stakeholders):**
| **ONE-ON MEETINGS/BRIEFINGS/PRESENTATIONS** | **Business Associations: 1**
| **19 community stakeholders** | **Community Based Racial/Ethnic Groups: 3**
| **Email notification was sent out through community-based organization list serves** | **Environmental/ Social Services Groups: 3**
| **BICYCLE TASKFORCE RECOMMENDATIONS SURVEY** | **Government Agencies: 1**
| **(55 affected residents were surveyed)** | **Neighborhood Associations: 7**

| **MARCH 2000** | **LOWER ALBINA COMMUNITY OPEN HOUSE**
|---|---|
| **INTERSTATE AVENUE BUSINESS ASSOCIATION** | **Business needs meetings were held every other month to address business concerns along Interstate Ave.**
### Interstate Corridor Community Involvement

<table>
<thead>
<tr>
<th>MAY 2000</th>
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| **Shared Spirits Interstate MAX Open House & Community Day**  
*May 6, 2000*  
This event was organized by Tri-Met Art Program staff. The event provided an opportunity for community members: to view design and construction plans; participate in specific issue topics (North Portland Bike Route, Brownfields, Construction, Design, and Art Program) and be inspired by cultural dances, music, sculpture masks and etched prints.  
PDOT Community Involvement staff organized and assisted Bicycle Taskforce and North/Northeast Portland Brownfield Community Advisory Committee members to staff information tables and lead discussions on Bikes and Brownfields. Again, instead of simply doing the job themselves, PDOT staff used the opportunity to build community capacity and leadership. |
| **Interstate MAX Polish Community Concerns Meeting**  
*May 24, 2000*  
At the direction of the Portland City Council, PDOT staff organized a meeting with representatives from the Interstate Polish community to address issues raised at the Public Hearing in February 2000.  
Staff was aware that there were sometimes diverse perspectives within the Polish community on Interstate, which is represented by the St. Stanislaus Church and the adjacent, but non-affiliated Polish Library.  
A Polish Community Concerns meeting was held with open invitations sent for distribution to both organizations. Phone calls were made to people with whom we had previously established contacts within each organization (always asking if there was anyone else that we should call and following-up on the responses) and a follow-up letter including an agenda was sent. It was important to have the divergent voices at the table, so as not to over simplify any solutions. Again, historical grievances came into play. The area where the organizations are located used to be an active Polish community, much of which was dispersed when the Interstate 5 Freeway and the Kaiser Hospital facility were built.  
Through the pre-meeting phone conversations, issues were clarified and technical staff was able to constructively prepare for the meeting.  
13 Polish community representatives attended the meeting held at the Polish Library. Issues addressed related to: parking, lighting, zoning, and historical designation. City of Portland staff attended from the Bureau of Planning and the Office of Transportation Planning, Signals/Street Lighting, and Engineering Services Traffic Design. Some issues were almost immediately resolvable, some dropped, some satisfactorily directed for follow-up, and some identified as needing intra-community consensus before being addressed by the City of Portland. |
Interstate MAX Bicycle Taskforce Revisited

June 2000

At the direction of the Portland City Council, the Interstate MAX Bicycle Taskforce was reconvened in June 2000 to address innovative improvements to N. Willamette Blvd. Options were explored and research done as to their applicable viability. The Taskforce decided that some of their proposed improvements should be implemented at the discretion of the immediately affected community.

PDOT Community Involvement staff and a community member who had been regularly attending meetings took a N. Willamette Bicycle Boulevard Survey of the designated proposed improvements to the 43 residents most affected by the proposal. As was necessary, each residence was approached at least four times at different hours and days of week before mailing surveys to the five remaining un-responsive. As always, the surveyors took the opportunity to engage in dialogue about other issues related to Interstate MAX and the Interstate Corridor Urban Renewal Area while going door-to-door.

39 households responded and the proposal for enhancements to the traffic signal was overwhelmingly supported, while the addition of speed bumps was affirmed with a slight majority. The Bicycle Taskforce recommended implementing the traffic signal enhancement, and at resident request, re-surveying about the speed bumps one year after the Interstate MAX became operational.
Leaders in the African American community showed particular concern around the issue of project contracting methods serving to support job and wealth creation in the economically depressed North/Northeast community. This was an important issue in their advocacy for economic development and wealth creation as a tool for revitalization and displacement prevention.

Under the umbrella of Tri-Met’s Disadvantaged Business Enterprises (DBE)/Workforce program, Tri-Met and PDOT staff organized and planned contracting strategies for the Interstate MAX project.

PDOT staff collaborated with Tri-Met and City of Portland’s staff involved with construction contracting procedures to explore options and opportunities for addressing the community’s contracting concerns. Briefings/presentations/one-on-one meetings were held with racially/ethnically diverse community stakeholders, with whom PDOT staff had previously established relationships, in order to provide updating, gain perspective and solicit ideas.

**Lessons Learned**

In November 1999, Tri-Met Community Relations staff initiated a “Lessons Learned” formatted session which was held to address past DBE and workforce performance on Westside MAX light rail project. Staff outlined an open-ended question agenda that explored: *What has gone right?, What has gone wrong?, and What would be the best practices with the Interstate MAX project?* These questions were addressed in three target groups:

- Contracting (prime vs. sub, bid process, construction process, monitoring/reporting);
- Workforce (barriers/challenges, program design, union-related, general), and
- General (owner, program manager, community involvement, other).

**Lessons Learned II**

Based upon input from the above session, newly hired and dedicated Tri-Met staff took the lead in working with PDOT Community Involvement staff to develop a programmatic response. A “Lessons Learned II” session was held in February 2000. The agenda included:

- Overview of the current Interstate MAX project status;
- Recap of “Lessons Learned (I)”;
- Overview of civil & systems design services Request of Proposal’s DBE/workforce language & evaluation criteria; and
- Construction Request For Proposal’s DBE/workforce plan-in-progress.
**Interstate Corridor Community Involvement**

### March 2000

| Disadvantaged Business Enterprise directory drafted | Contact made with Prime/General Contractors |

PDOT staff also took leadership in developing the first draft of a DBE directory which was intended to serve as a resource centralizing information about area DBEs. Prime/General Contractors were consulted in the development of the directory, and based upon their input, the directory included information which the Prime’s could use in selecting sub-contractors. Through conversations, PDOT staff had often heard that lack of familiarity with the work, services and financial capacity of DBEs was a contributing factor in their not receiving sub-contracts. The directory addressed this barrier.

### May 2000

| Lessons Learned III | Community Based Racial/Ethnic Groups: 4 Business Associations: 2 |

**Lessons Learned III**

“Lessons Learned III” was a community review of the Request For Proposals (RFP) held in May 2000 and addressed:

- History and explanation of Construction Management/General Contractor (CM/GC);
- Overview of the RFP for Interstate MAX CM/GC contract and discussion of DBE & workforce sections; and
- Breakout group development of interview questions for prime contractors.

In May 2000, after reviewing the RFP submissions, contending General Contractors were selected and went before the public to present their DBE/workforce plans and to respond to questions developed at “Lessons Learned III”. Final selection of the GC weighed the community response to the presentations.

In June 2000, PDOT Community Involvement staff assigned to this issue left the Interstate MAX project to assume a position as Coordinator of the City of Portland Bureau of Purchases, Contractor Development Divisions’ Sheltered Market Program.

### August 2000

| DBE Mixer with selected General Contractor | |

Tri-Met staff designed and planned a DBE Mixer, where the selected General Contractor was introduced to the public in August 2000. The Mixer was to facilitate informal relationship building and address the following:

- Interstate MAX sub-contracting opportunities;
- DBE support services description; and
- Description of other Tri-Met contracting opportunities.
PDOT Community Involvement staff was instrumental in combining two separate brownfields projects. Tri-Met had previously received an EPA brownfield grant for the South/North Project and was approved to apply the grant to the Interstate MAX Corridor. The City of Portland had a Brownfield Showcase project and in October 1999 was forming a Brownfield Showcase Citizens Advisory Committee, with a focus on North/Northeast Portland.

PDOT Community Involvement staff had a previously developed relationship with Environmental Justice Action Group (EJAG) staff that were under contract with Showcase to form and staff the Showcase Citizens Advisory Committee. Through PDOT staff efforts, Tri-Met became aware of the opportunity to potentially avoid duplication of effort by partnering with Showcase.

PDOT and EJAG staff members, along with a member of the City of Portland Brownfield Showcase Policy Committee, met and developed a proposal recommending that the Brownfield Showcase Citizen Advisory Committee add to their charge responsibility for the site selection process needed to fulfill Tri-Met’s Interstate MAX Brownfields Demonstration Pilot project work plan. The goal was to save money (through non-duplication of community involvement effort, so as to be able to redirect the funding to site assessment tasks) and to avoid competition for the scarce human resources available to address local brownfield issues.

In October 1999, a two-day workshop attended by community members was held for potential advisory committee members. As the Advisory Committee was forming, community members redefined their charge as a community-based Advisory Committee that would function more independently than was traditional for City of Portland appointed Citizen Advisory Committees. PDOT staff was supportive of their decision making process (recognizing that a body of predominantly people of color activists would want more independence from a system that had not traditionally included them or represented their interests). It was communicated to Tri-Met that this change would not interfere with the project objectives or outcomes.

In November 1999, the “North/Northeast Portland Brownfield Community Advisory Committee (NNPBCAC)” established itself as an independent body and decided to merge the Interstate MAX Brownfield project objectives with their Portland Brownfield Showcase purpose. The changes were approved by the Portland Brownfield Showcase Policy Committee, which now seated a representative from Tri-Met and agreed to incorporate the Interstate MAX Brownfield Demonstration Project into their purpose and final review responsibilities.
Involvement staff was brought back to work with the NNPBCAC to research and outreach to the remaining eligible property owners. Four more property owners submitted applications. Since there was funding available to select additional Interstate MAX sites, PDOT Community Involvement staff was brought back to work with the NNPBCAC to research and outreach to the remaining eligible property owners identified in Tri-Met’s Interstate MAX Task I Preliminary Priority Site Brownfield Candidate Sites report. 13 property owners were approached one-on-one and encouraged to participate in the project by submitting an application to the NNPBCAC and presenting their plans for development to the community at a September 2000 Interstate MAX Brownfields Community Forum. Four more property owners submitted applications.

### Interstate Corridor Community Involvement

<table>
<thead>
<tr>
<th>DECEMBER 1999 - MAY 2000</th>
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<tbody>
<tr>
<td><strong>THE NNBPBCAC established Educational and Outreach subcommittees</strong></td>
</tr>
<tr>
<td>Community Survey</td>
</tr>
<tr>
<td>Brownfields 101 powerpoint ran on Portland Cable Access</td>
</tr>
<tr>
<td>81 community surveys were completed ranking brownfield development related priorities</td>
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<table>
<thead>
<tr>
<th>JUNE 2000</th>
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</thead>
<tbody>
<tr>
<td><strong>Brownfield Site Selection Public Forums</strong> (65 people attended the forums)</td>
</tr>
<tr>
<td>One-on-one meetings/briefings/presentations (21 community stakeholders):</td>
</tr>
<tr>
<td>Announcements of the brownfield site application were mailed to community-identified property owners and through press releases</td>
</tr>
<tr>
<td>Area Churches: 12</td>
</tr>
<tr>
<td>Business Associations: 1</td>
</tr>
<tr>
<td>Neighborhood Associations/Groups: 8</td>
</tr>
<tr>
<td>A letter was sent to targeted area residents to invite participation in the Forums</td>
</tr>
<tr>
<td>KBOO radio show interview and on Portland Cable Access</td>
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<td>980 flyers distributed</td>
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<thead>
<tr>
<th>AUGUST 2000</th>
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</thead>
<tbody>
<tr>
<td><strong>Interstate MAX Task I Preliminary Priority Site Brownfields Candidates</strong> (13 property owners approached)</td>
</tr>
<tr>
<td>One-on-one outreach was done to 13 eligible property owners.</td>
</tr>
<tr>
<td>Non-applicants included: 3 government owned properties; 2 owners who did not identify their property as underutilized; one had a death in the family during the application period; and 3 were not interested</td>
</tr>
</tbody>
</table>
Interstate MAX Brownfields Community Forum

Given community capacity building work done previously, PDOT staff assumed responsibility for organizing the MAX Forum and recommended that the community involvement for this Forum be targeted:

- Forum notification invitation mailers were sent to the following mailing lists: Interstate Corridor Urban Renewal Area, North Interstate Business Association, Environmental Justice Action Group, Coalition for a Livable Future, and Oregon Association of Minority Entrepreneurs;
- Email notices were sent through community-based organization list-serves;
- Portland Cable Access ran notice of the meeting on their Community Bulletin Board;
- Posters with pictures identifying the four applicant sites were developed by a NNPBCAC member and distributed in the neighborhoods where the applicant properties were located, so as to stimulate visual recognition and interest;
- Briefings/presentations/one-on-one meetings were held with neighborhood associations, the Brownfield Health Awareness Project and the Portland State University Science Education Center;
- 366 residents, located within a two block radius around each of the applicant sites, were door-to-door canvassed by NNPBCAC members and Community Involvement staff. These residents were given background information about brownfields and flyers replicating the poster.

64 community members attended the Forum, and three sites were selected, recommended and adopted by the Portland Brownfield Showcase Policy Committee. PDOT Community Involvement staff drafted the report and submitted it to the North/Northeast Portland Brownfield Community Advisory Committee and the Showcase Policy Committee. (The property owner of the fourth site was assisted by PDOT Community Involvement staff in filing paperwork to remove the site from the Department of Environmental Quality’s database.)
**INTERSTATE CORRIDOR URBAN RENEWAL**

*July 1999 – July 2001*

### JULY 1999

<table>
<thead>
<tr>
<th>One-on-one meetings/briefings/presentations (36 community stakeholders):</th>
</tr>
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<tbody>
<tr>
<td>Business Associations: 6</td>
</tr>
<tr>
<td>Community Based Racial/Ethnic Groups: 13</td>
</tr>
<tr>
<td>Government Agencies: 5</td>
</tr>
<tr>
<td>Environmental/ Social Services: 7</td>
</tr>
<tr>
<td>Neighborhood Associations/Groups: 5</td>
</tr>
</tbody>
</table>

**Initial Community Involvement** *July 1999- September 1999*

The Portland Development Commission (PDC) took action, as a response to the Portland City Council directive to pursue a North and Northeast revitalization strategy, to create an urban renewal district for the Interstate Corridor. The district would be the means to implement revitalization strategies for the area and to finance the $30 million City of Portland contribution to construct the Interstate MAX Project.

PDOT staff initiated briefings/presentations/one-on-one meetings with traditionally underrepresented members of the community to discuss urban renewal and gentrification displacement issues. The meetings often served to introduce Portland Development Commission Project Management staff to community members and groups with whom PDOT Community Involvement staff had established relationships. Particular attention was given to meeting with people-of-color and low-income people in the area and/or their representatives, who, due to racism and economic oppression, would tend to be the most vulnerable to gentrification displacement.

These meetings provided an opportunity for:

- listening to community members so as to be informed and learn about the community’s historical experience, perspective, concerns, visions and attitudes towards urban renewal;
- information and fact sharing about urban renewal, so as to set the stage for honest and direct communication and real expectations;
- dialogue to explore whether the community wanted to pursue the benefits of revitalization, when concerns for gentrified displacement had no absolute and easy solutions; and
- sewing the seeds of community capacity building to be actively involved in planning and overseeing the implementation of an Interstate Corridor Urban Renewal Area.

While much distrust and uneasiness was encountered, opposition to and Interstate Corridor Urban Renewal Area was not at all prevalent.
The Portland Development Commission (PDC) formed an advisory group to assist in the creation of an ‘Interstate Corridor Urban Renewal Advisory Committee’. In this advisory capacity, PDOT Community Involvement staff offered valuable community insights in identifying potential members for the ICURAC. A 54-member Committee was recruited, incorporating PDOT staff’s advice. The ICURAC was formed as:

- a diverse representative body of community members who have differing priorities and concerns; and
- a group of individuals, who through community involvement contacts, had demonstrated the capacity to make informed decisions concerning the complexity of issues facing urban renewal in this area.

Some community-based members had been involved in the Interstate MAX Advisory Committee and the N/NE Portland Brownfields Community Advisory Committee, while others were community leaders in social service/social change, racial/ethnic, business, neighborhood association, workforce, housing, and disability awareness communities. Local government partners were also represented. The Committee met at least monthly to prepare recommendations for Interstate Corridor Urban Renewal Area (ICURA) boundaries and to write an Interstate Corridor Urban Renewal Plan, which includes guiding principles, revitalization goals, and the establishment of funding priorities.

After the Interstate Corridor Urban Renewal Plan was adopted by the City Council, the ICURAC Working Groups were established to develop specific strategies for:

- Economic Development;
- Transportation;
- Housing; and
- Community Livability.

The Working Groups met at least monthly from October 2000 –June 2001, while the full ICURAC continued to meet quarterly, functioning as a steering committee.

Having built the capacity to function as experts and having dedicated themselves to stewarding the community’s interests in the ICURA, both the full ICURAC and the Working Groups have committed to meeting periodically throughout the duration of the Interstate Corridor Urban Renewal Project.
To solicit recommendations directly from the community members who would be most impacted by the ramifications of community funding priorities for the urban renewal district, PDC sponsored a door-to-door survey. The survey was based on the recommendation of PDOT’s Community Involvement staff.

PDOT staff initiated and organized this door-to-door survey, in order to:
- inform residents living within the proposed ICURA boundaries about the project;
- build the community’s capacity to think about the ramifications of urban renewal;
- solicit input to understand and establish the priorities of regular folks living within the ICURA;
- inform the ICURAC and the Plan being drafted in a timely fashion; and
- build partnerships with community-based organizations to actively engage their members in becoming better informed about the ICURA.

Capacity building began with the recruitment of 33 N/NE Portland area community-based organizations/churches whose staff was briefed and encouraged to solicit surveyor participation from within the organization in exchange for financial remuneration ($2.00 per completed survey given to the sponsoring organization). Many of the participating organizations had never before shown any active interest in the ICURA.

125 community-sponsored surveyors (program participants, clients, and members) came out on a Saturday and were provided project information (verbal and written) and survey training in the morning, for the afternoon door-to-door canvass of ICURA neighborhoods.

Responses ranked six categories of needs that should be addressed with urban renewal funding, and captured demographic information. The identification of the six categories was the beginning of the articulation of what later became the four ICURAC Working Groups.

1,334 surveys were completed. Initial translation was offered in seven languages, while follow-up interpreters were utilized in three languages. Surveys were also distributed through neighborhood newsletters (English only), though few responses were generated through this medium. Flyers for the January Forums were distributed during the survey.

The survey effort addressed the very fundamental question of what the people living within the proposed Interstate Corridor Urban Renewal Area want to see happen in their community. By the very nature of the survey, it may have been one of the best tools to reflect the diversity of the area. The survey continued to serve as a check point for the ICURAC as they proceeded to make decisions that would have tremendous impacts on the lives of those living in the area.
| **FEBRUARY 2000** | **Racial Impact Study (community organizing meetings)** | Met February through September 2000 |

The Coalition for a Livable Future (CLF) staff took the lead in proposing and pursuing the concept of a Racial Impact Study based on studies by John Powell and the environmental justice movement. The idea for the Racial Impact Study was based upon mitigation procedures addressed in an Environmental Impact Statement.

The work of the Racial Impact Study (RIS) evolved out of the October 1999 John Powell Community Workshop. In November 1999, CLF staff began meeting one-on-one with political and community leaders, while meeting weekly with PDOT staff to flesh-out the concept of a Racial Impact Study and a potential revitalization strategy. In December 1999, CLF staff presented a draft proposal for a North/Northeast Revitalization Strategy, which included a RIS. In January 2000 the first in a series of conference calls, to discuss that applicability of an RIS, was made between John Powell and community members.

From February - September 2000, PDC worked with a core group of diverse community members to identify the information needed to form a Racial Impact Study. Based upon these meetings, PDC staff drafted a “Base Data and Trends” report submitted for review in September 2000 and finalized in February 2001. This report presents demographic and economic data to provide information on existing conditions in and around the Interstate Urban Renewal Area.

PDOT Community Involvement staff:
- participated in these meetings; and
- assisted the effort by inviting expanded participation through in-person and telephone contacts with people-of-color and low-income people who had demonstrated a concern about gentrification displacement in North/Northeast Portland.

During the months of May and June 2000, group members focused on bringing John Powell back to dialogue with the community about the potential for utilization of a Racial and Economic Impact Statement as a tool to address gentrification displacement concerns.

After John Powell’s June 2000 visit and the drafting of the Base Data Report, the Racial Impact Study group disbanded, but the work begun contributed to what was later to become the Interstate Alliance to End Displacement. The CLF draft proposal for a N/NE Revitalization Strategy contributed to: 1) the City of Portland Bureau of Housing and Community Development’s $1.5 Housing Investment project’s response to Interstate anti-displacement programming, and 2) the concept of ripple effect displacement applied in the Interstate Station Area Revitalization Station Area Assessment Committee recommendation.
**Interstate Corridor Community Involvement**

### Interstate Corridor Urban Renewal Community Forums

*April 6 & 8, 2000*

The next Interstate Corridor Urban Renewal community involvement event that involved PDOT staff was in the organizing of these April Community Forums.

In preparation for the Forums, PDOT staff was assigned the responsibility of:
- designing and distributing posters within the IURA boundary area;
- designing and placing print media advertisements; and
- recruiting Interstate Corridor Urban Renewal Advisory Committee (ICURAC) members as co-facilitators, to introduce community representatives to the community and to support ICURAC member development, leadership and accountability.

The format was similar to the Interstate MAX Community Forums.

45 people attended either the Thursday night or Saturday Forums, which offered an opportunity for the community to participate in repeated sessions addressing: boundaries, housing, economic development/wealth creation, parks and open spaces, transportation, urban design, guiding principles and general concerns. During the sessions, community members were encouraged to provide verbal or written input. PDOT staff provided notetaking during the break-out groups.
Community Dialogue With John Powell

June 26, 2000

Approximately 125 community members attended the Community Dialogue co-sponsored by: Coalition for a Livable Future, N/NE Economic Development Alliance, Portland Development Commission, Tri-Met, and the City of Portland Office of Transportation.

Professor Powell addressed how a Racial and Economic Impact Statement might be utilized to plan for displacement prevention. He also responded to community questions and scenarios. Following his presentation, community members brainstormed as to what data/statistics/information would be needed to develop community-based investment strategies to prevent gentrification displacement. Three-fourths of the attendees thought the evening had been worthwhile, and two-thirds expressed that they wanted community involvement around these issues to continue. The brainstorming suggestions were later addressed in the Base Data report development.

Preceding the Community Dialogue, Professor Powell spent the day meeting with three target group members: Business Community, Government Partners, and Racial Impact Study group members.

In order to organize the Community Dialogue, PDOT Community Involvement staff:
- Created a telephone script and coordinated phone calling focused on traditionally underrepresented people and people who had demonstrated a concern about gentrification displacement;
- Developed and distributed flyers to the usual locations and at the Bethel AME Juneteenth and Good In the Hood celebrations; and
- Compiled mailing lists which included the Interstate MAX, Interstate Corridor Urban Renewal, and updated versions of those belonging to the community-based partners (the mailing that Tri-Met sponsored exceeded 5,000 addresses).

As stated earlier, the work begun based upon Professor Powell’s visits contributed significantly to stimulating thinking and strategies for addressing concerns about gentrification displacement.
### INTERSTATE CORRIDOR COMMUNITY INVOLVEMENT

#### AUGUST 2000

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>Portland City Council Public Hearing on the Interstate Corridor Urban Renewal Area Plan</td>
<td>(200 people attended, 78 people testified)</td>
</tr>
<tr>
<td>Public Service Announcement notification to local media of the evening Hearing held at Kaiser Town Hall</td>
<td>Over 4500 fliers mailed, Phone calls were made</td>
</tr>
<tr>
<td>Review copies of the Final Draft of the Interstate Corridor Urban Renewal Plan copies were distributed: through the PDC web page, by request, and at the Hearing.</td>
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#### SEPTEMBER 2000

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<tr>
<th>Event</th>
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#### OCTOBER 2000

<table>
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<tr>
<th>Event</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>ICURAC Working Groups were established</td>
<td>Met monthly through June 2001</td>
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#### NOVEMBER 2001

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>&quot;Interstate Corridor Urban Renewal Area Monthly Bulletin” begins</td>
<td></td>
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#### FEBRUARY 2001

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interstate Displacement Prevention Forum</td>
<td>Community Sponsored event</td>
</tr>
<tr>
<td>Interstate Anti-Displacement Project</td>
<td>$1.5 million in funding to community-based organizations toward displacement prevention in N Interstate Corridor</td>
</tr>
<tr>
<td>City of Portland Bureau of Housing and Community Development</td>
<td>(5 community members gave testimony)</td>
</tr>
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**Portland City Council Public Hearing on the Interstate Corridor Urban Renewal Area Plan**

*August 16, 2000*

The Portland City Council held an evening hearing at Kaiser Town Hall on the Interstate Corridor Urban Renewal Area Plan, as recommended by the Interstate Corridor Urban Renewal Advisory Committee and revised through the Portland Development Commission Hearing. The Hall was filled (over 200 people), with 114 people signing-up to provide testimony and 78 people actually staying to testify.

PDOT Community Involvement staff contributed by making phone calls to their list of over 200, which targeted people in the traditionally underrepresented communities. Community members were told about the purpose of the Hearing (interests addressed in the Plan were discussed and copies of the Plan were mailed in advance upon request) and it was stressed that this was a pivotal time to address any concerns and/or support for the Interstate Corridor Urban Renewal Area Plan.

The Plan was unanimously adopted by the Portland City Council on August 23, 2000. There was support to continue the participation of the Interstate Corridor Urban Renewal Advisory Committee, a body that reflected the community’s diversity and which had shown an unprecedented commitment to serving as stewards of the community’s best interests.
Interstate Corridor Urban Renewal Area

Community Involvement
November 1999 - August 2000

- Urban Renewal Area
- ICURAC meetings
  - 94-member advisory committee meetings held quarterly
  - Working Group meetings held monthly
- Priorities Survey
  - 1334 surveys completed

- URA Workshops & Forums
  - John Powell Community Workshop Attended by 83 people
  - Urban Renewal Community Forums Attended by 45 people
  - Community Dialogue with John Powell Attended by 125 people

- Public Hearings
  - Portland Development Commission Hearing
    - 35 people testified
  - Portland City Council Hearing
    - Attended by over 200 people, 79 testified

- Interstate MAX Alignment
The N. Interstate MAX Station Area Revitalization Strategy was the first work project to structurally combine Interstate light rail and urban renewal. The Oregon Department of Transportation funded this project through a “Transportation Growth Management” grant managed by the Portland Development Commission.

Direct and indirect displacement was a primary consideration in articulating a revitalization strategy, identifying land mass, and naming potential revitalization projects for five of the Interstate MAX station areas.

Through the grant, a private urban design firm was hired to facilitate the Station Area Revitalization Strategy process visioning. Given that PDOT had been contributing to community involvement on both the Interstate MAX and Interstate Corridor Urban Renewal Project efforts, it was practical to have PDOT staff assume responsibility for the grass-roots involvement on this project. The project consisted of a “Community Tour” (which PDOT designed and facilitated), four Work Sessions and a Community Meeting & Open House Review. PDOT philosophy was consistent with the work done previously, while techniques and applications were expanded upon.

The Community Tour followed the door-to-door canvassing/survey. The Tour was a quarter-mile radius walk (vans were provided for people who are disabled/differently-abled people) of each of the five station areas. Documentation mechanisms included:
- Station-specific note pads for written comments by community members;
- Drawings of community member suggestions by architectural volunteers;
- Verbal comment documentation and facilitation by PDOT staff;
- Photographs by Tri-Met staff.

A “Summary of Public Comments From the Interstate Avenue Station Tours and Interstate Corridor Canvassing” document was produced and distributed by PDOT staff.

“What People Have Been Saying”, a background document summarizing community input on revitalization relating to the Interstate Corridor (from July 1999 through November 2000), was conceived and executed by PDOT staff and made available at all Work Sessions.

Informational binders were distributed to area schools, the North Portland Branch Library,
and the Asian Pacific American Network of Oregon, so as to offer on-site updated information about the project. Bus-stop leafleting took place twice during the process. During prime-time ridership (morning and evening), staff distributed event appropriate notification leaflets at the Interstate bus-stops between the 5 proposed station areas.

Given the extensive community involvement efforts and the momentum building around these issues, these meetings represented the most diversity and were the best attended community meetings to-date.