



# REBUILDING CENTER: REPORT ON THE COMMUNITY ENGAGEMENT PROCESS



REBUILDING  
CENTER

SEPTEMBER 2016



## TABLE OF CONTENTS

Preface/Executive Summary.....	3
Methodology .....	6
Background .....	7
General Findings & Common Themes .....	10
Results and Conclusions: The Final Meeting.....	15
Appendices	
A. Abbreviated Scope of Work .....	16
B. Vision/Mission Statement .....	18
C. Focus Group Summaries.....	19
D. Captioning .....	31
E. Transcripts .....	52
F. Additional Responses .....	135
G. Redevelopment Focus Group Participant List.....	137
H. Invited Participants.....	138

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## PREFACE

The strength of the ReBuilding Center (RBC) has always been its people. Deeply rooted in community, its employees, its guests, and its collaborators share a common appreciation for a vision of what it means to be in community. While it is not part of the ReBuilding Center's formal mission, how each of us interacts with each other and, by default, with our community, is as much a fundamental part of what the ReBuilding Center is as our stated mission: inspiring others to discover and value existing resources to revitalize the social and environmental fabric of community. Without that authentic recognition and respect for the inherent humanity within us all, "that [this] place" would just be a warehouse for recycling used building materials rather than a resource for building community,

In addition to our people, the ReBuilding Center is graced with another existing resource of extraordinary value, our property, property that RBC founders were fortunate to acquire when real estate prices were low and Mississippi Avenue was not the most gentrified street in the most gentrified city in America (Government Magazine, February, 2015).

The ReBuilding Center aspires to live its mission through its daily interactions with employees, the community as a whole, and in the activities it undertakes. At a time when Portland's neighborhoods are under assault by development that has seemingly lost its rudder; when the very concept of community is being rendered obsolete both by macro-pressures at the societal level and micro-pressures at the Portland level; it is incumbent upon us to recognize this existing resource—our property—as a means to maximize our ability to carry forth our mission.

*"In the fall of 2015, the ReBuilding Center's Board of Directors applied to the Portland Development Commission (PDC) for a grant to conduct a feasibility study to explore the potential redevelopment of the northern end of the RBC."*

Towards that end, in the fall of 2015, the ReBuilding Center's Board of Directors applied to the Portland Development Commission (PDC) for a grant to conduct a feasibility study to explore the potential redevelopment of the northern end of the RBC. With a footprint of roughly 7,200 square feet, this property currently hosts the RBC's administrative offices, the Community Outreach Program, a small conference room, and a 2,000-square-foot woodshop (ReFind Education Center). According to code, RBC can go up to 64 feet—potentially four or five, floors thus expanding the space available to the RBC from 7,200 square feet up to 36,000 square feet of programmable space.

This feasibility study seeks to first answer the question, "What should we do?", and then the more sobering question, "What can we do to expand the work of our mission?" As an organization committed to serving community, we have sought input from a cross-section of our community in considering this potential redevelopment.

In the summer of 2016, we facilitated five separate focus groups with approximately 60 individuals. Two of the community focus groups were held at the ReBuilding Center; two

were held at Albina Youth Opportunity School; and one was held at the North Branch Multnomah County Library. Two of the focus groups took place mid-day, and three were held in the evening. In addition, the Community Outreach team facilitated a sixth focus group with ReBuilding Center employees.

Upon completion of the six focus groups, the ReBuilding Center prepared a draft report, which was shared back to the community electronically. At the same time, those individuals who were invited to participate in the original series of focus groups were invited to a final meeting at which the findings were presented back to the community while, simultaneously, additional clarification was sought regarding the initial findings of the focus groups.

This final report reflects the findings from all six focus groups together with the findings from the final community meeting, held on October 21 at the Albina Youth Opportunity School. Notes were captured in the form of captioning, laptop notetaking, and recording at each session. They are contained in Appendix C, E, and F. There are no transcripts for sessions 5 and 6 due to a technical problems with the recording. No recording was taken from the October 21 meeting. However, notes from that meeting were captured and shared in Appendix D.

To prepare for the focus groups, participants were emailed an abbreviated mission, vision, and values statement. That is contained in Appendix B. Participants were also sent a summary of the Statement of Work approved by the Portland Development Commission through their grants process. That is contained in Appendix A. Everyone invited to the final community meeting on October 21 received an electronic copy of the draft report containing the findings from the first six focus groups.

The community engagement process has been tremendously exciting for those of us involved. Each focus group varied in terms of background and content, but also shared common themes. We learned something new in each session. While we entered the focus groups with a strong sense of where we wanted to go, we learned, as one always does, that the community's sensibilities and interests at times lay elsewhere. Through this process of staying relevant to community, our listening and learning opened us to many things we had not previously considered, not the least of which is ever present importance of parking.

There was near unanimous support for an expanded maker space and strong support for a community gathering space as well as low-income housing and first floor retail, provided that the retail was intentionally developed to provide the opportunity for gentrified populations to return to the Avenue. The final engagement, which occurred on





October 21, provided significant new insights into how these options should be developed.

The report itself is relatively brief and represents only a summary of the findings. It does not explore the often illuminating responses to the other questions posed in the focus groups. Readers are encouraged to review the appendices to get a stronger sense of the community's sentiment on not only the opportunities for the proposed redevelopment, but to better understand the community's concerns with the intensity of development that is now occurring within our community.

We extend our heartfelt thanks to the many, many individuals who took time from their valuable days to give to the RBC and, by extension, to their community. A special thanks goes to the Portland Development Commission for their support for this feasibility study. Volunteerism is at the heart of the mission of the ReBuilding Center, more than 2,000 of whom provide the RBC with around 24,000 hours of work each year. We particularly acknowledge with gratitude Graham Voss, our dedicated volunteer scribe and a student at Hamilton College. Graham attended planning sessions for the community engagement component of the study, transcribed four of the community focus groups, and was instrumental in drafting the final report.

A shout-out to the team from the ReBuilding Center itself, in particular, Linda Hunter, our recently retired Community Outreach Manager, esteemed colleague and community organizer extraordinaire. Linda facilitated five of the six focus groups and extracted from our generous participants the valuable information they had to share with us. And to Edward Hill, the newest member to our team, who facilitated and captioned information from the final two focus groups.

Thanks as well to the ReBuilding Center Board of Directors; Cary Stacey (Chair), Ben Gates (Secretary), Courtney Aguirre (Treasurer), Cupid Alexander, Dianne Bocci, Laura Westwood, Lee Barrett, Mike Alfoni, and Nick Macdonald for their commitment and dedication to this work.

We would also like to thank our generous food vendors including Mandi Restaurant, Enjoni Restaurant, and Bridges City Café as well as Albina Youth Opportunity School and North Branch Library for their generous donation of space. Thanks to you all.

Moving forward, we will host a final community-wide gathering to explore more deeply some of the issues, concerns, and ideas that you—our community—have raised through this process. We thank you in advance for your support and look forward to working with you all in building a strong, inclusive and resilient community. Thank you.

A handwritten signature in dark ink, consisting of a stylized 'S' followed by a large, sweeping loop that ends in a horizontal stroke.

Stephen Reichard, Executive Director

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## METHODOLOGY

The ReBuilding Center Leadership Team conducted a total of six (6) focus group meetings organized for various stakeholders including:

- External Community - Neighborhood Residents and Businesses
- Stakeholders - Community Leaders, Supporters, and Vested Parties
- Internal Community – Staff, Board Members, and Volunteers

These meetings were held between June 2016 and August 2016. Nearly 200 individuals were invited to participate. Participants were emailed where possible and snail mailed where not. Phone calls were made to those who did not respond to email. A total of 82 people, ages 16 to 77, actually participated in these often lively focus groups. Three others, unable to attend, provided written responses to the focus group questions.

With the exception of the staff/volunteer focus group, each focus group involved a small number of individuals with the goal of holding a constructive dialogue that allowed sufficient time for all to participate. The sessions ranged from five participants to 19, with an average of 11 participants per meeting. The participants represented longtime local residents, historic supporters, neighborhood organizations, and businesses with an interest in either the ReBuilding Center itself, the local community, or both.



Each group discussed the opportunity to redevelop the ReBuilding Center property through a facilitated, dynamic exchange of ideas among all the participants. Five of the focus groups were facilitated by the outgoing Manager of Community Outreach, Linda Hunter, while the final focus group was facilitated by Edward Hill, the incoming Manager. RBC's Executive Director, Stephen Reichard, provided real-time captioning for each of the focus groups. The following questions were posed to each group, beginning with an icebreaker designed to encourage participation by all while focusing individuals on the immediate task at hand:

1. Take a few moments to imagine a community where people know each other and are working together to benefit the community as a whole. Which three words would you use to describe this vision?
2. What do you know about the ReBuilding Center's history, mission and role in com-

munity?

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?
4. What do you think specifically about the suggestions set forth thus far?
  - a. Community Co-working Office;
  - b. Industrial Maker Space
  - c. Ground Floor Retail
  - d. Neighborhood Hotel/Hostel
  - e. Low-Income and/or Mixed-Income Housing
  - f. Community Event/Meeting/Conferencing Facility
5. What other ideas should be considered?

In addition to the six focus groups, a final meeting was held on October 21st to which all participants and previous invitees were invited to further refine the findings from the initial six meetings. The results of that final meeting may be found at the end of this report on page 9.





## BACKGROUND

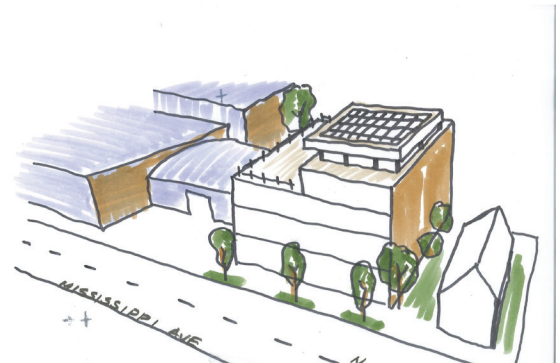
Known primarily for housing one of the largest collections of salvaged materials in the United States, Portland's ReBuilding Center is, in fact, simply a means to an end: building community by inspiring people to value and discover existing resources to strengthen the social and environmental fabric of community.

With this mission in mind, the ReBuilding Center is interested exploring how it might maximize the utility of its current space to strengthen and expand its mission. Towards that end, the ReBuilding Center is conducting a feasibility study to explore redeveloping the northern end of its facility for the purposes of expanding its mission.

The RBC sits on 1.47 acres (63,000 sq. ft.) at 3625 North Mississippi Avenue. The current facility includes four separate warehouses and a flex building for a total warehouse, office, and industrial space of roughly 60,500 sq. ft. The RBC's office building, constructed in 1907, with approximately 7,200 square feet, includes administrative office space as well as an industrial shop. The entire location is zoned EX (Central Employment), allowing maximum flexibility with regard to use. Current zoning allows the ReBuilding Center to consider a maximum height of 64 feet, allowing for four or five stories. Thus, a redevelopment of the northern 7,200 square feet could potentially yield a building of approximately 36,000 square feet.

As an organization deeply rooted in community, the ReBuilding Center (RBC) has sought the input of its community as the initial step in a two-part feasibility study that seeks to answer the questions, "What should we do?" and subsequently, "What can we do?"

This preliminary report represents the findings from the six focus groups held in the summer of 2016. This report will be distributed back to the community to help prepare the community for a final gather-



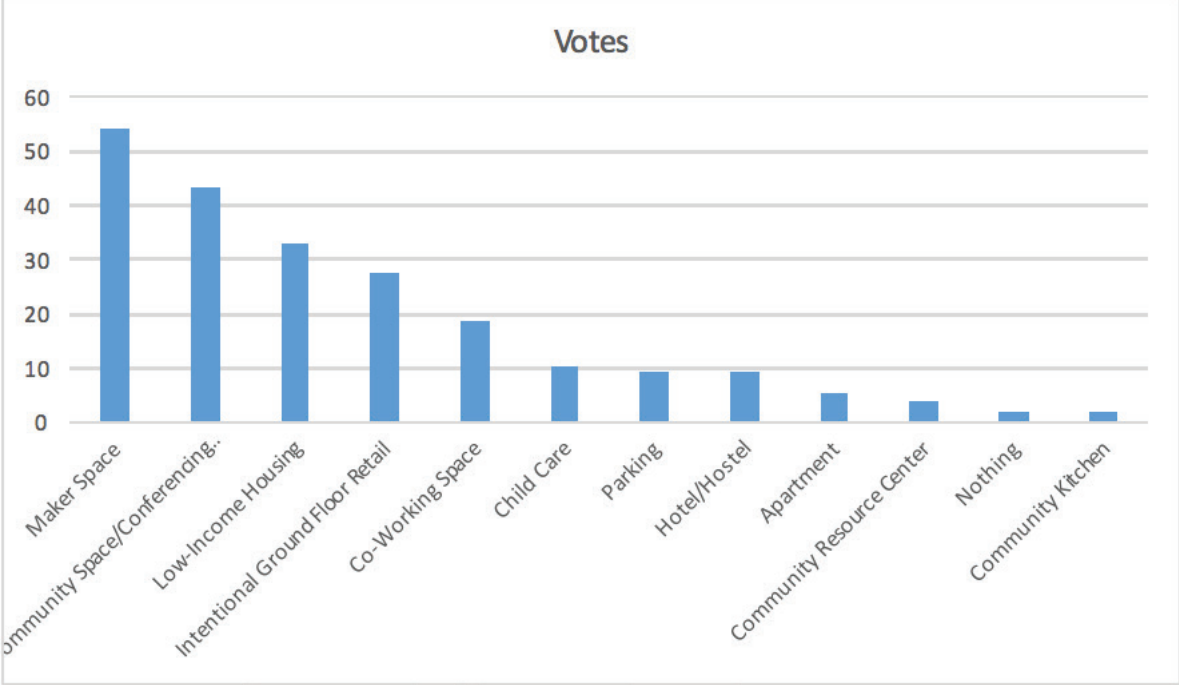




*Focus group participants were asked to provide three words that came to mind when they thought of community.*

# GENERAL FINDINGS & COMMON THEMES

At the conclusion of each focus group, participants were offered three votes on their top choices, the results of which are shown in the chart below and are followed by a brief review of the discussion around each.





## EXPANDED MAKER SPACE

The ReBuilding Center contains a 2,000-square-foot woodshop, which was recently re-activated to offer STEAM/STEM opportunities for Portland Public School students and others as well as evening classes for adults. There was tremendous enthusiasm for the idea of an expanded maker space amongst nearly all participants. This included a general feeling that this concept dovetailed nicely with RBC's mission and history—helping people to connect with existing resources while addressing an important need in the community. It was further suggested that it might help to foster light industry, creating employment opportunities for marginalized/gentrified communities. The suggestion was made that an expanded maker space could be connected with retail space where crafters could sell products generated out of an expanded maker space. People mentioned the opportunity to use the maker space concept to partner with others such as OTI (Oregon Tradeswomen), Self Enhancement, Inc (SEI), PNCA, and others. The Maker Space concept was even seen as an opportunity to bridge socio-economic divides.



It was emphasized that any expanded maker space must serve the community, that while it should encourage entrepreneurship, it should not be used for industrial purposes beyond incubation. Great emphasis was placed on the need for any maker space to address the needs of our youth. RBC was encouraged to ensure that it remained relevant, advancing the concept of the maker space as a center for the advancement of technology.

## COMMUNITY GATHERING/CONFERENCING SPACE

While people had widely divergent views on what a community gathering/conferencing space might look like, it was the second most popular concept. People emphasized the lack of meeting space to come together to address community needs as well as for local non-profits to meet with community. Mark Lakeman suggested we might utilize such a space to create a "communiversity"—a local, national, and international hub for the exchange of ideas around sustainable community. Others envisioned such a space as a community hub—a gathering place for people to meet to discuss and implement their ideas for what our community could and should look like. Physically, it was suggested that it might mix indoor and outdoor spaces.



## LOW-INCOME HOUSING

Low-income housing was not originally on the list of ideas that the Board of Directors asked to be considered in the feasibility study. It was added because of intense community concern around the lack of affordable housing. In the event, it was the third most popular idea put forth, although there were strong caveats to that enthusiasm. It was noted that we lacked expertise in the provision of housing. There was concern expressed that this option risked exacerbating existing parking challenges. Indeed, one might characterize support for low-income housing as “obligatory,” given the housing crisis facing Portland. In addition to concerns regarding parking, staff expressed anxiety about turning RBC into a 24-hour facility.

## GROUND FLOOR RETAIL

Ground floor retail, which was described to focus group participants as an intentional space designed to return to the neighborhood businesses that had been gentrified away from the neighborhood, was also highly popular. There were numerous suggestions as to what it should look like. It was recommended that any ground floor retail space should only bring businesses that were unique to the street; that businesses should be of community benefit; and that they should express what the RBC is “about.” Others suggested it should involve businesses that sold “made” products, reflecting the reuse ethic of the RBC. The point was stressed that if the RBC was serious about returning African American entrepreneurs to the Avenue, it would likely need to subsidize rents and at some level coordinate wrap-around services directly or with creative partnerships with service providers.



Although the support for street frontage retail was strong, the idea for a mini-mall concept was strong as well. It was suggested that ground floor retail could connect with an expanded maker space. Universally it was felt that any efforts to do ground floor retail must not contribute to further gentrification.

## OTHER IDEAS

Co-working space—a space where individuals could affordably rent space for their micro-businesses and access telecommunications, copiers, and office support—received considerable support, although not a great deal of discussion. Child care, which was not on the original list of ideas for the space, received significant support in nearly all of the focus group meetings. Another idea not on the original list but nearly as popular as child care was the idea that the ReBuilding Center could address the parking issues that are currently facing the neighborhood.



On the other hand, hotel/hostel space designed to serve tourists/students/interns who came to learn more about sustainable Portland, which was on the original list of ideas, received less support. A twist on the hotel/hostel space idea—an apartment that could be used for this purpose, was proposed in the staff focus group and was relatively popular in that focus group. This idea may warrant further exploration.

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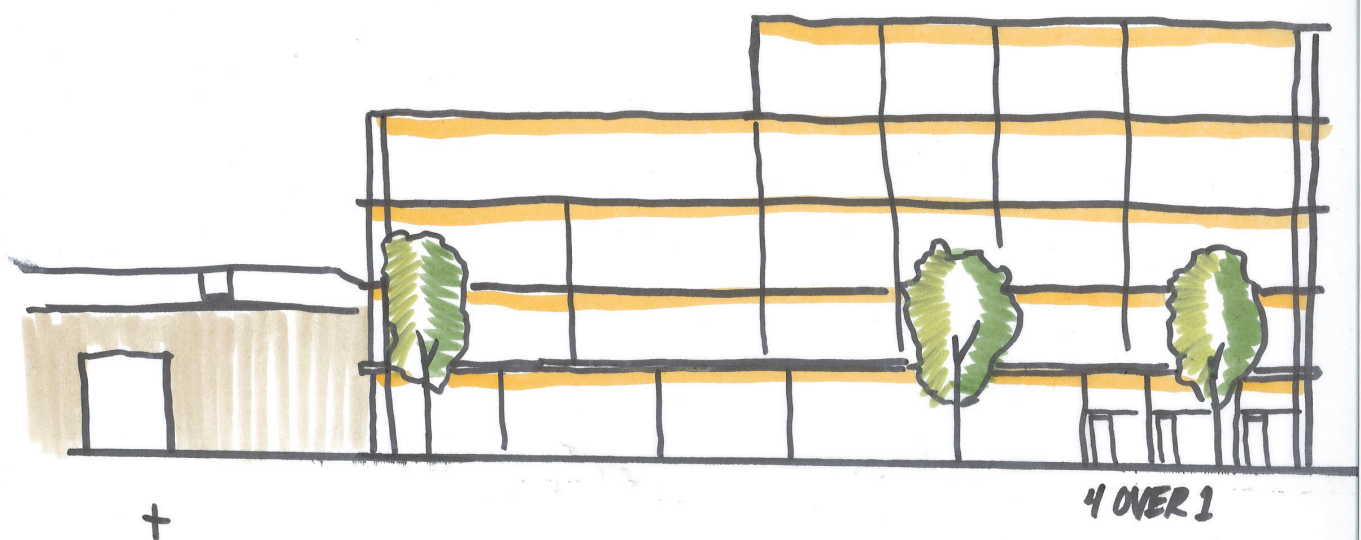


Unsurprisingly, with such a large group of presumably civically minded individuals, a number of other ideas emerged, including the idea that RBC might serve as a community resource center to connect those who seek to discover and value existing resources to address their own needs or the needs of community; that RBC explore the idea of creating a community kitchen where budding entrepreneurs could incubate culinary concepts; and the idea that RBC should do nothing, an idea that had more resonance in the staff focus group.

RBC was encouraged to make sure that whatever we did made financial sense and did not jeopardize the future of the organization. Towards that end, one of the suggestions made was to host Kairos PDX, a local non-profit charter school that is seeking to develop a new and permanent home for itself in North Portland.

There was a great deal of support for integrating concepts with one another, creating an integration of pieces that might be greater than its individual parts such as: connecting maker space with hostel space and community gathering space. Whatever RBC ultimately decides to do, participants urged it to do something that offsets gentrification and creates opportunity for Black Portland.

Unsurprisingly, issues of design arose although they were not directly addressed through the focus groups. Common themes included attention to height. While code might allow RBC to go to 64 feet, anything beyond three floors runs the risk of antagonizing the neighborhood. Others stressed that design should reflect traditional neighborhood concepts of design and adhere to the sustainable, reuse ethic of the ReBuilding Center. RBC was also highly encouraged to stick to areas where it had expertise.





## RESULTS AND CONCLUSIONS: THE FINAL MEETING

Following our summer 2016 community engagement process, we held a final community engagement on the 21st of October to which we invited everyone who had been invited to a focus group meeting during the past summer. The purpose of the final engagement was both to present back to the community our findings and to further refine our understanding of those elements of those findings that required greater detail as we sought to finalize our understanding of the question: What should we do? Although the group that gathered on the 21st of October was small (seven individuals plus three staff from the ReBuilding Center), the conversation proved extraordinarily useful.

We presented the top four options that arose from the focus groups this summer. They were:

1. Expanded Maker Space
2. Community Gathering/Conferencing Facility
3. Low Income Housing
4. First Floor Retail with a focus on returning to Mississippi Avenue businesses representing communities that have been largely displaced from the street through the process of gentrification.

During the facilitated review, we shared with the group that the ReBuilding Center had decided not to pursue the option of low-income housing for several reasons, including the lack of business or professional expertise in the area of low-income housing coupled with the concern expressed in nearly every focus group that we would do nothing but exacerbate the parking problems in the vicinity of Mississippi Avenue.

We received the following feedback at the October 21st gathering:

1. We should retain some element of low-income housing within our feasibility study. Specifically, it was recommended that we study the feasibility of developing a co-housing facility that could offer housing to employees of the ReBuilding Center who were themselves being displaced from the Boise/Eliot neighborhood as a result of rising rents. Such a space might also be made available for an artist-in-residence.
2. Businesses that are recruited to a retail space should complement the ReBuilding Center's ethos of reuse/recycling and making something.
3. The construction process itself should include deconstruction of the existing facility and the aggressive incorporation of salvaged materials in the construction process to serve as a model for how salvaged materials can be used in new construction.
4. Finally, the suggestion was made that construction should follow the ethos of the ReBuilding Center by offering volunteer opportunities for individuals and organizations such as Oregon Tradeswomen and Constructing Hope to acquire construction skills.

We believe these suggestions were highly positive and correlate closely with the tenor and substance of the original six focus groups. These recommendations will form the basis for the second phase of the feasibility study which seeks to answer the question: What can we do?

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## APPENDIX A - ABBREVIATED SCOPE OF WORK

The ReBuilding Center (RBC) is keenly interested in maximizing the utility of its current space to strengthen and expand its mission. Towards that end, the RBC will conduct a feasibility study to explore redeveloping the northern end of its facility for the purposes of expanding its mission. The 7,500-square-foot northern building, built in 1907, consists of a conference room, office space, and industrial shop. Potential future uses of the space include expanded community meeting, shared office, and maker space as well as ground floor retail, hospitality, and event space.

### **PROPERTY DESCRIPTION**

The RBC sits on 1.47 acres (65,000 sq. ft.) at 3625 North Mississippi Avenue. The current facility includes four separate warehouses, and a flex building, for a total warehouse, office and industrial space of roughly 60,500 sq. ft. The RBC's office building, constructed in 1907, with approximately 7,500 square feet, includes administrative office space as well as an industrial shop. The entire location is zoned EX (Central Employment), allowing the most flexibility with regard to use.

### **FEASIBILITY STUDY COMPONENTS**

There are three components to this project:

1. A Preliminary Feasibility Analysis;
2. Community Engagement; and
3. A Feasibility Study:

### **PRELIMINARY FEASIBILITY STUDY**

To set the stage for the subsequent work, key stakeholders, including staff and the board of directors, will explore potential options for the redevelopment of the site. While preliminary conversations have already taken place amongst board members, advisors, and certain staff members, the preliminary feasibility study will involve a more formal consideration of the various options that have been considered together with any additional options that have not yet been explored. The purpose of this preliminary analysis will be to ensure that the voices of all key stakeholders are solicited and considered. At a minimum, this analysis will include an analysis of the following ideas:

- 1) Community Co-working Office;
  - 2) Industrial Maker Space
  - 3) Ground Floor Retail
  - 4) Neighborhood Hotel/Hostel
  - 5) Low-income and/or mixed-income housing
  - 6) Community Event/Meeting/Conferencing Facility
-

## COMMUNITY ENGAGEMENT

The RBC has always been strongly rooted in community. A feasibility study, therefore, must include gathering input from the community. Given the unique circumstances of gentrification, the community input gathering process is necessarily more complex and must involve gathering data from those who may have been displaced from the neighborhood. The goal of the data gathering process will be to determine those ideas that are acceptable, those that are not, as well as those that will be embraced by large segments of the community. At a minimum, the following needs will be explored:

1. the need for affordable and flexible office space among community-based groups and neighborhood businesses;
2. the opportunity to learn skills and trades in an industrial maker space; locally owned and incubation retail concepts; a hostel and/or hotel that offers the opportunity for community engagement;
3. low-income housing; and
4. how community meeting and event space might be used;

As part of this process sharing the results of the preliminary financial feasibility analysis will help focus attention on those strategies deemed to be the most beneficial to the community and most feasible.

The community engagement component of the feasibility study will include five focus groups and a charette to take place in the fall of 2016.

## FEASIBILITY STUDY

With input from the community, the Board of Directors will make a final decision regarding which options, broadly outlined above, to pursue in the final feasibility study. The feasibility study will define programs, assess market supply and demand, estimate costs, develop financial pro formas, and analyze the social and economic opportunities and constraints associated with each option. Furthermore, the study will explore funding options. Each option will be considered by the board resulting in a final decision of options to pursue that are 1) feasible; 2) maximize community benefit; and 3) fulfill the mission of the RBC.

Together, the Community Engagement component and the Feasibility Analysis, will answer the question, "What do we want to do?" A financial feasibility study will then be conducted to answer the question, "What can we do?" The results of the feasibility study will be shared widely with the community.

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## APPENDIX B – VISION/MISSION STATEMENT

### VISION:

At the ReBuilding Center (RBC), we define sustainable as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>1</sup> Towards that end, we believe that truly sustainable development meets the needs of all community members and not just those with the economic ability to make development work for them. With this definition in mind, the RBC envisions a Portland that demonstrates environmental sustainability, social equity and inclusion.

### VALUES:

As we pursue the realization of this vision, we are guided by and strive to live by the following values:

- Treat others as we would like to be treated and so we...
  - Strive to be inclusive in all of our practices and activities.
  - Act with empathy towards ourselves, towards each other, towards our community and towards the world in which we live
  - Hire employees that reflect the community in which we live and work
  - Provide all employees with a living wage and benefits while providing the opportunity for work/life balance
  - Are a learning organization and recognize that we have much to learn from others
  - Recognize and embrace the contributions of all individuals and all communities.
- Treat the environment with consideration for the 7<sup>th</sup> generation into the future
  - Always consider the environmental impact of our actions
  - Pursue a minimum carbon neutral portfolio from our economic activities
  - Minimize or eliminate the release of toxic wastes as a result of our activities.
- We walk the talk. We value action over words and are inspired by the fierce urgency of now.
- Our goals are ambitious, because our times demand no less of us. And so we value risk because the current trajectory of humanity, so extraordinarily risky, demands no less of us.

### MISSION:

This vision, and these values, inform our mission: Inspiring people to value and discover existing resources to strengthen the social and environmental vitality of communities.

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1

United Nations, *Report of the World Commission on Environment and Development: Our Common Future*. October, 1987.

## APPENDIX C – FOCUS GROUP SUMMARIES

### FOCUS GROUP 1

DATE: JUNE 21ST

LOCATION: REBUILDING CENTER

1. Which three words would you use to describe this vision?

Most Common: Collaboration, Communication, Sharing, Creative, Respect, Joy, Care, Inclusive and Open.

Family, joy, interconnectedness, abundance, vitality and presence, local, culture and collaboration, culture, anti-gentrification and collaboration, gathering, innovation and fun, opportunity, energy, connectedness, demonstrated caring, work and fluidity, safe, creative and cyclical, transparency, collaboration, communication

2. What do you know about the ReBuilding Center's history, mission and role in community?

Common themes involved RBC's positive reputation, its economic impact, environmental work, and its role as an anchor on Mississippi. Many were knowledgeable about RBC's social work, but this aspect was unknown to many.

- RBC has a reputation as a solid contributor to the community, with good people working in an innovative model
- RBC has played a relevant role in the development that is currently happening in Portland largely by creating a culture and brand around the reuse of building materials
- RBC has made an economic impact in terms of providing cheaper building materials, leaving more money in the customer's pocket to inject elsewhere into the economy
- RBC is involved in projects all over the place, yet many people may not be aware of the organization's social aspect

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

Common issues mentioned include high prices, displacement through gentrification, parking, lack of understanding of Mississippi's history, attracting a diverse group of people, and potential issues when building too high.

- The neighborhood has become too expensive, with businesses and people strug-
-

- gling to remain in the neighborhood with such high rents
- Parking is hard to find
- The neighborhood has become homogenous relative to what it was as a result of the displacement that comes with gentrification
- The neighborhood’s economy aligns with trends
- There seems to be a lack of understanding in the current community about the history of Mississippi

4. What do you think specifically about the suggestions set forth thus far?

Partnerships were often cited as a key aspect in getting a redevelopment plan to be successful. The involvement of youth was also a common theme in suggestions.

- Maker Space
- Showcasing this is important
- Combine with ground floor retail (?)
- Look into making it free for low income
- Provides potential for networking between rich and poor communities
- STEAM/STEM
- Co-Working Office

5. What other ideas should be considered?

<ul style="list-style-type: none"><li>• Ground Floor Retail</li><li>• Showcase only item made at the RBC?</li><li>• Hotel/Hostel</li><li>• Community kitchen</li><li>• Housing</li><li>• Artists in residency</li><li>• Some did not see low income housing having the greatest impact</li><li>• Community Event/Meeting/Conferencing Facility</li></ul>	<ul style="list-style-type: none"><li>• Other Ideas/Notes</li><li>• Childcare</li><li>• Neighborhood Resource Center or a “Hub”</li><li>• Job center</li><li>• Community health worker</li><li>• Finding a way to teach history of neighborhood</li></ul>
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FOCUS GROUP 2

DATE: JUNE 23RD  
LOCATION: REBUILDING CENTER

1. Which three words would you use to describe this vision?

Most Common: Sharing, Listening, Diversity, Harmony

Inclusive, sharing, diverse, Discover, creativity, listening, Nonviolence, diversity, communication. Doing, action, completion, Sharing, caring, engaged, Restorative, joyful, respect, Dynamic, collaborative, Love, justice, honesty, Kindness, transformative, Respect, trust, relax, Integrity, honoring diversity, Listening, harmony, peace, Equity, joy, urgency

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2. What do you know about the ReBuilding Center's history, mission and role in community?

Common themes involved RBC's establishment as a community supporter that worked to root its work in social and environmental justice with real world examples of how economics and sustainability might operate.

- RBC is an anchor business on Mississippi
- RBC has a positive reputation
- RBC creates economic and inspirational ripples in the community
- RBC is involved with many projects and programs, including restorative justice, working with youth, and the community legacy program. RBC's social work, however, may be less known.
- RBC built a brand around deconstruction and reuse
- RBC feeds Portland's design aesthetic and maker culture

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Parking is hard to find.
- Cost of living is too high and affordable housing is hard to find, resulting in the displacement of communities.
- Developers are predatory and historically, especially for people of color, banks have been generally difficult to work with and get residential and/or commercial loans from successfully.

4. What do you think specifically about the suggestions set forth thus far?

- Work on bikes
- STEM
- Expungement clinic/restorative justice
- Partner with banks for financial counseling
- Credit clinics
- Food incubation

5. What other ideas should be considered?

- Partner with Lewis and Clark Law School to get legal counseling
  - Daycare (would this need to be subsidized?)
  - Expungement clinic/restorative justice
  - Partner with banks for financial counseling
  - Credit clinics
  - Food incubation
  - Partner with Lewis and Clark Law School to get legal counseling
-

## FOCUS GROUP 3

DATE: JULY 20TH, 2016

LOCATION: ALBINA YOUTH OPPORTUNITY SCHOOL

1. Which three words would you use to describe this vision?

Engagement, communication, open mindedness. Inclusive, involved, innovative. Respect, support, care. Inclusive, courageous, transformative. Knowledgeable, open, patient. Messy, sacrifice, thoughtful

2. What do you know about the ReBuilding Center's history, mission and role in community?

- RBC is engaged and passionate about the wellbeing of the community and those



communities in distress, helping pull the community together and acting as a leader in the community

- RBC has a great environmental aspect through the diversion of waste
- RBC has been aware of the issue of gentrification and displacement since the beginning, and has worked to be a positive force around that
- RBC business practices reflect the spirit of the company: Focus on local hire, workplace diversity, living wages, benefits for employees, gracefully and respectfully

providing volunteer opportunities for people who might have court ordered community service, etc.

- RBC is a solid anchor in the community that has helped resist change
- RBC is made up of great employees and volunteers
- RBC is involved with various projects and programs, yet their social work is perhaps a bit less known

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Any redevelopment is going to have an impact, so be sure to evaluate both the positive and negative potential impacts, such as bringing in another wave of people to displace the current population
- Parking is hard to find. Emphasis on parking impacts and street use density.
- Gentrification and displacement has created a crisis in terms of having a Black community in Portland
- Building too high might create privacy issues
- The bigger you build, the higher your costs will be
- Builds employment pipeline
- Some dissonance with hotel/hostel. Bringing new people into neighborhood may not be good, especially since there is so much work that needs to be done in the local community
- Could accomplish goal without having to provide physical accommodations

4. What do you think specifically about the suggestions set forth thus far?

- Pick a few things RBC is good at and do them well. Don't try to do everything and get spread too thin
- Stick with what the RBC is good at.

5. What other ideas should be considered?

- Commercial kitchen space for community access.

There were no further recorded detailed information about the conversation outcomes from this question.

## FOCUS GROUP 4

DATE: JULY 27TH, 2016

LOCATION: ALBINA YOUTH OPPORTUNITY SCHOOL

1. Which three words would you use to describe this vision?

There were no recorded detailed information about the conversation outcomes from this question.

2. What do you know about the ReBuilding Center's history, mission and role in commu-

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nity?

- RBC has a great environmental aspect through the reuse of materials and diversion of waste
- RBC is very involved with youth
- RBC is relevant in the development that is currently happening in Portland, specifically its involvement in ordinances that require deconstruction
- RBC has given employment opportunities to people, especially ex-offenders, who might have trouble finding a job elsewhere
- RBC normalized the reuse of building materials
- RBC's social work is less known

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Displacement as the result of gentrification and high prices has caused businesses to get priced out or lose business because their clientele gets displaced
- Parking is hard to find
- The current population lacks an understanding of the neighborhood's history and wants to maintain a "suburban" attitude that revolves around safety and privacy
- Greed
- People will not like it if you build too high
- Potential challenges in getting a diverse group of people to take advantage of opportunity
- Zoning is changing everywhere, so be conscious of this and decide if you want to act fast or wait

4. What do you think specifically about the suggestions set forth thus far?

It was unclear based on how the highlight notes were collected what the following responses recorded meant exactly; Junior Achievement, STEM, Multi-purpose space. It is probable based on the patterns in other responses, that these are targeted focus areas that stakeholders wanted us to stay focused on.

(NOTE: Can you confirm that recording device was faulty?)

5. What other ideas should be considered?

- Anything that generates more revenue is good because money is power in this situation
- Food incubator

## FOCUS GROUP 5

DATE: AUGUST 8TH, 2016

LOCATION: MULTNOMAH COUNTY LIBRARY - NORTH PORTLAND

1. Which three words would you use to describe this vision?

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Most Common: Vibrant, Sharing, Friendly

Creative, respectful and helpful, connected, aware and sharing, kids, openness, generosity, value, acceptance, appreciation, friendly, open, sharing, vibrant, healthy, equitable, vibrant, inclusive, environmentally conscious, friendly, kind, everyone has a place at the table, transparent, common cause, shared experience.

2. What do you know about the ReBuilding Center's history, mission and role in community?

- RBC is an anchor in the neighborhood that has helped facilitate change in a healthy and positive way
- RBC has a positive reputation in the non-profit sector for walking their talk of equity, inclusion and community work
- RBC is very involved with and supportive of other non-profits, yet their social work is perhaps less known
- RBC has a positive reputation in the community and is made up of a good group of diverse people

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Displacement as a result of gentrification
- Challenge of finding a harmony between sustaining the old and integrate the new. Retaining fabric of neighborhood as it grows is essential in stabilizing it.
- Be sure not to overshadow the community development work that is being done. Focus on PR and marketing and make sure people know about the social side.
- Challenges in attracting a diverse group to take advantage of whatever opportunity a redevelopment might provide to them. This may be hard because the original community is displaced and feels alienated.
- Parking is hard to find

4. What do you think specifically about the suggestions set forth thus far?

No answer provided.

5. What other ideas should be considered?

No answer provided.

## FOCUS GROUP 6: STAFF + VOLUNTEER

DATE: AUGUST 10TH, 2016

LOCATION: REBUILDING CENTER

1. Which three words would you use to describe this vision?

Honesty, Empathy, Creativity. Supportive, Common Goals, Helpful. Profitable, Encourag-

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ing, Adaptive to Change. Open Minded, Fun, Laughter. Communication, Artistic, Gatherings. Educational, Sincere, Affordable. Social Awareness, Explorable, Green. Social Awareness, Knowing People by Their Name, Welcoming. Innovative, Time, Accessibility. Longer Hours Open, Community Center. Empowerment, Non-Bias, Reflective

2. What do you know about the ReBuilding Center's history, mission and role in community?

In the consideration for time, this question was posed in a shorter manner than the other sessions, however after a few responses later in the session it became clear that it was necessary at some point to revisit the opportunities for staff and volunteer education about the work, in detail, that RBC does in the community, in the warehouse, in our city. This will help create a common language amongst the staff and volunteers that helps our outward message be strong, consistent, and consistent.

So some of the more focused thoughts around this knowledge were translated as a group and the following statements or phrases came out of the conversation;

- RBC helped revitalize the community
- RBC sees itself as part of and lending support to the "real community"
- Our impact is great than we state often externally
- We keep materials out of landfills.

There was then the questions posed "Why are we doing this? Why are we redeveloping at all? What is it all for? Why not just stay the way we are now?"

All salient questions that warrant additional conversations at the department, leadership, and Board level.

3. What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Issues around density and parking shortages potentially affecting community safety.
  - Making sure that we are mindful of the needs of the warehouse and other areas of the organization.
  - Parking and truck storage issues.
  - Equipment and bike storage issues. Making sure that we provide adequate space to store transportation and necessary equipment.
  - Be mindful of community surrounding us as we develop, making sure that we do not lose sight of our mission and purpose.
  - Make sure that there is neighborhood involvement at a level more than just the "basics"
-



- Creating a community plan that is aligned to the “actual community” face-to-face relationships are key.
- Making sure that decisions are based on what is best for the community, not what is best for the “bottom line”
- Being aware of height and density issues not max’ing out the height allowances
- Ensuring that we use existing resources
- Being mindful of the aesthetics and design process, that it makes sense for the community and works within the historical context.
- Paying attention to the potential and/or continued loss of history.
- Maintaining affordability and accessibility for those who have been left out or marginalized
- Making sure that the sustainability and mission focus is integrated in to the development
- Ensuring that signage and wayfinding is clear and meaningful.

Development may cause conflict in how we design for height and the perception of “wealth” or “being out of line” with our mission and/or the community.

4. What do you think specifically about the suggestions set forth thus far?

- a. Community Co-working Office (the need for affordable and flexible office space among community-based groups and neighborhood businesses);
    - a. Votes (4)
    - b. Responses: This could be a business entry point. Make sure it is affordable and accessible. Ensure that this is in our mission.
  - b. Industrial Maker Space (the opportunity to learn skills and trades in an industrial maker space; the opportunity to provide and partner with STEM/STEAM educational providers to enhance opportunities for underserved youth)
    - a. Votes (12)
    - b. Responses: Woodworking space, classes and workshops. Make sure it is active, vibrant, utilized. Make sure space is not dark. Multi-use. Use contractual agreement. Use existing models and examples of success. Not an industrial fabrication space. Use as a launch pad \$ business start-up. Community driven vs. profit driven. Teaching self-reliance and self-sufficiency.
-

- c. Ground Floor Retail (locally owned and incubation retail concepts with a particular focus on returning to Mississippi business communities that have been gentrified away from the community)
    - a. Votes (7)
    - b. Responses: Maximize the use of the ground floor. Ensure that business storefront opportunities exist for those that cannot afford the new market rates. Use products made in the Maker Space to fill the shelves of the retail. Create Community mini-grants and an IDA opportunity.
  - d. Neighborhood Hotel/Hostel (a hostel and/or hotel that offers the opportunity for community engagement, for housing/hosting visitors to our community and/or the RBC)
    - a. Votes (4)
    - b. Responses: Positive impact by providing live/work – live/volunteer living space. Temporary artist-in-residence. This might take us out of mission and increase our responsibilities. Outside our mission? Keeping affordability at the top of the list or priorities. Create ONE big apartment. We run the risk of providing outsiders spaces and not the community. Micro-community apartments for Seniors and minority people. Create a housing safety net for artists and creatives of color.
  - e. Low-Income and/or Mixed-Income Housing (perhaps extending over the next warehouse)
    - a. Votes (10)
    - b. Responses: Ensure that space is multi-use and/or flexible design for living/working space. Mixed use, make sure it serves multiple needs. I feel obliged to provide housing to offset our impact. How can we integrate work and housing. Staff housing. Balancing design with the Mission.
  - f. Community Event/Meeting/Conferencing Facility (for the community, to address issues of sustainability from a community/regional/global perspective)
    - a. Votes (14)
    - b. Responses: This is a great/good idea as long as we have associated retail. Providing space for community need. Employee service ratio (?) Integrated services, wrap-around services. Flex-space and fit-it space.
  - g. No Action Choice
-

- a. Votes (3)
- b. Comments: There were people who liked the idea of not doing anything and staying the way we are.

5. What other ideas should be considered?

- Parking and the need to find a way to create PARKING
- Creating open green space that is accessible to the public.
- Installing murals and historical artwork
- Creating a “give back” plan for the community
- Parking, parking, parking, parking.

### **DESIGN IDEAS PRESENTED IN THE CONVERSATION**

- Mission driven design
- Green space
- Doors as visual tools at the street level
- Barista bar
- Represent history of “Place”
- Donation area
- Design to mitigate displacement
- Keep history as a focus point
- Floor by floor design
- Designing for US – core mission

### **PROGRAM IDEAS**

- LIH for PCC Student
  - Housing options
  - Monthly space use granting
  - Focus on Mission
  - Event calendar
  - Community resource center
-



- Warehouse expansion – offices on 2<sup>nd</sup> floor
- Tool library
- Connection station
- “Social” service hub



## APPENDIX D – CAPTIONING

### CAPTIONING - 6/21/16

#### STAKEHOLDER QUESTIONS

What are three words that come to mind when you think about a community that is working?

- Family, joy, interconnectedness
- Abundance, vitality, presence
- Local, culture, collaboration
- Culture, anti-gentrification, collaboration
- Gathering, innovation, fun
- Opportunity, energy, connectedness
- Demonstrated caring, work, fluidity
- Safe, creative, cyclical
- Transparency, collaborating, communication

What do you know about the RBC's history, mission and role in community?

- Awesome!
- 501 c 3
- Demonstrates a revolutionary level of commitment
- First place I heard about (reputation, presence in community)
- Strong reputation as a solid contributor
- Innovative
- Ambiguous role in connection with Our United Villages and other various projects
- Relevant and integral role in sustainable building in Portland
- Strong network willed with good people
- Attracts really good people
- Community supportive engagement activities not as well known as the branding of the RBC
- Social mission not well known in other quadrants of the city
- Developed system that is critical and perhaps taken for granted

What are your perceptions of the RBC's impact in our community? (What words come to mind)

- Engaged
  - Opportunity (volunteer, jobs, affordable materials)
  - Potential (for impact/Portland community partnerships)
  - Room for growth in partnerships with others
  - Economic impact
  - Opportunity – for volunteers, jobs, affordable materials
  - Culture-wide impact on helping people appreciate the inherent value of things (people don't throw away as much, raised consciousness)
  - Community and ecological impact on city is great
  - Consciousness raising
  - Number of initiatives we've supported in huge; literally hundreds of projects
  - Portland's well organized homeless villages would not exist without the RBC (key linkage between community in distress and other essential partners)
-

- The RBC is perhaps there but not always known

What are the major forces impacting livability in the N/NE community?

- Cost of living (high price of land)
- Rent for shops and businesses are high (esp. for local businesses that want to stay here. It is hard for them to afford)

What underlying issues connected to N/NE Portland might impact the RBC's potential to succeed with a redevelopment plan?

- Parking (parking in the neighborhood is hard)
  - Had a strong culture/economic creative community, dispersal of community and it became homogenous
    - we lose potential that with homogeneity
    - those things you can't touch that impact livability
  - Feeling of welcomeness - because we have a big footprint
  - Community looks at socio-economic value, how can we look past this?
    - How do we maximize the equal value of all
  - Is a resource for learning
  - Who is the RBC's community (outreach concentration is N/NE Portland)
    - RBC is inclusive - bringing people together across cultures
    - Everyone? Can SE support us? Can we support them?
    - Hyper-local focus on area that is under siege, we can have a greater impact on outside, structural forces that are
  - Set standard for community involvement
  - RBC can act as a mentor to other entities/communities
  - RBC brings people together across cultures
  - How can SE (and the other quadrants) support us?
  - Everyone is our community
  - Circumstances of living are not equitable but we are all equal
  - Having a hyper local focus allows us to maximize our mission
  - We serve as an example to others
  - Maintain density of Mississippi - key to community
  - Trends of the time are key to Mississippi's economy
  - Transportation is key to maintaining density
  - Reasonable rents
  - Mentorship for other communities
  - Slow infill - hip to trendy
  - Serve as an example to others
  - Berlin - linkage to transportation system
  - Art
  - Reasonable rents
  - Convener of others -
  - Need to be held - call I out
  - Independent funding
  - Systemic issues - we are not unique
  - Come to the table with the spirit of community
  - Maintaining community
  - RBC has great opportunity to maintain culture, have to be bold, be political to maintain this culture, take a convening role
    - Independently funded!
  - Need to understand gentrification in specific relation to the Mississippi community
-

- Forces of supply and demand, economic forces often drive gentrification, what can the RBC do to slow this?
  - Collective will, shared culture of advocates can slow this
  - We can be those educators
- How do we preserve community while welcoming the new?
- A lack of conversation around systemic issues
- Start conversation with others – What do you want from our community?
  - Share culture of values
  - Equity
- If some gentrification is inevitable, how can we leverage this change?
  - How can we preserve existing community while still bringing in new members?
  - Voluntary community agreement?
  - Create human linkage that transcends corporate divide
- How to infuse authentic relationship development
  - Developing ideas together

How might the RBC leverage its key assets (property, materials, staff) to address these issues?

## SUGGESTIONS

1. Community co-working office
    - Live work component could be cool
    - Communiversity – higher degree of intentionality that people associate with the RBC
  2. Industrial makerspace
    0. Finds this most exciting
      - a. Showcasing work, creates interest in community
        0. Less commercial, more community. Street presence!
      0. Retail space connected to shop for builders to sell what they make
        - a. Bring in people from different socioeconomic backgrounds to work together
        - b. Price classes differently for different neighborhoods?
        - c. Partner with OTI? SEI? PNCA? PICA? PCAC? Explore partnerships?
        - d. How can this be organized? Let an organization come in and take over the space for a year? Or something like this?
          - a. Really creating something might be hard with a free-for all, daily makerspace
      - e. Partner with others
        - i. OTI
        - ii. SEI
        - iii. PNCA
        - iv. PICA
  1. Ground floor retail
    - a. Only bring in businesses that will make the neighborhood unique?
    - b. Should be of community benefit
    - c. Should express what we are about
    - d. It's a point of engagement with community
    - e. Only sell stuff that's been "made"
-



- f. Would need to be subsidized
- g. Or could serve as a source of subsidy
- h. How can this be organized? Let an organization come in and take over the space for a year? Or something like this?
- i. They need to be making it themselves?
- j. Multiple shops on ground floor
- k. Street presence is key
- l. Mississippi is already a retail heavy street, intentionally bring in more diverse businesses
  - i. Would need to be subsidized
  - ii. RBC could subsidize?
- 1. Neighborhood hotel/hostel
  - a. Would this really have the greatest impact on the community?
  - b. Maker-space – retail space – artist in residence – as a continuum
- 1. Low-income and/or mixed-income housing
  - a. Would this really have the greatest impact on the community?
  - b. Always good but how do you leverage to maximize the opportunity
  - c. Mixed income might be better
- 1. Community event/meeting/conferencing facility
  - a. Community hub
  - b. Mixed inside/outside space on top
  - c. Communiversity

What opportunities are we not considering that we might/could/should consider?

- 1. Living space mixed with working space, artists in residency
- 2. Communiversity, becomes local, national and international hub for exchange of ideas
- 3. Child care
  - a. In building
  - a. Partnering with local child care businesses?
- 1. Job/career center - connect people with training and jobs
  - a. Community benefit agreement, find holes and fill them
- 1. Find the holes and fill them – what are the missing pieces that, if we were a village, the village would fill.
- 2. Game room
- 3. Neighborhood, community cultural resource center
  - i. Come and learn about past and plans for the future
  - ii. A living place, not a museum
  - iii. Connect with makerspace?
  - iv. Student art, community is involved in building projects
- 2. Community health worker as member of RBC staff – as an authentic interchange with community
- 3. How do we engage developers at the community level?
- 4. What is the human linkage that transcends the corporate divide?
- 5. Package this process as a model for others

Considering the greatest community impact, and feasibility - economic or otherwise - of the opportunities/possibilities discussed today, what are your top three choices?

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VOTES

1. Makerspace	8
2. Intentional Retail	6
3. Community Space	7
4. Intentional Housing	4
5. Childcare	2
6. Co-worker space	
7. Hotel/Hostel	



## CAPTIONING - 6/23/2016

### STAKEHOLDER QUESTIONS

What are three words that come to mind when you think about a community that is working?

- Inclusive, sharing, diverse
- Discover(y), creatively(ivity), listening
- Non-violence, diversity, communication
- Doing, action, completion
- Sharing, caring, engaged
- Circle the wagons
- Restorative, joyful, respectful
- Safe, dynamic, collaborative
- Love, justice, honesty
- Kind, kid/elder friendly, conflict/transformation
- Grow together, get together
- Respect, trust, relax
- Integrity, honoring diversity
- Listening
- Asset & financial equity, joy, urgency

What do you know about the ReBuilding Center's history, mission and role in community?

- Anchor business
  - No parking
  - Profits support social mission
  - Partner in restorative justice
  - Place to go four parts
  - Accessible
  - More positive than negative
  - Built brand around deconstruction and rebuilding for the entire community
  - Mostly about materials
  - History of Cleveland Wrecking out of San Francisco – seems to come out of that vein
  - Have worked with businesses that needed help – even beyond our borders
  - Economic ripples –
    - the interns who have taken a piece of this with them
    - Better wages
    - Low cost materials
  - Evolutionary vision
  - Incubator – New Orleans
  - Community Legacy
  - Door-to-door canvassing
  - Welcomed Us
  - Rooted in desire to connect neighbors
-

- Feeds PDX design aesthetic
- What are the major forces impacting livability in the N/NE Community?
- Changing neighborhood (and country)
- Lack of affordable housing
- High rents
- Developers simply pass along their increased costs to inhabitants
- Less welcoming
- Development that is out of character with the neighborhoods – cookie cutter
- !!!Parking!!!
- City reinforces parking problems with fines
- # of people coming to PDX
- Relationship of the City to its citizens
- A banking model that maximizes profit
- Loss of key people and businesses as a result of the lack of affordability
- Traffic

What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Trainings regarding existing resources (community health worker concept?)
- ADX
- RBC as a bridge organization – bridge people with resources, helping people to discover existing resources
- Community development hub – as a hub for folks needing assistance

How might the ReBuilding Center leverage its key assets (property, materials, staff) to address these issues?

- Legal counsel for property issues
- Restorative justice (center?)
- Raising community awareness about legal issues such as reverse mortgages, etc.
- Become a CDC

Are there positive examples out there – in other communities (Berlin?)

1. Co-Worker Space
    - a. Positive but it may be that there are more urgent needs
    - b. Intentional – related to innovation in food
    - c. Connected to the neighborhood
  1. Maker Space
    - d. Linked to neighborhood – automotive repair space up at Jeff H.S.
    - e. Meshes well with the RBC
    - f. Bike farm – connected to that and meshes with automotive idea
    - g. Maker space with outreach, to create opportunities for light industry
    - h. Repair PDX – again with the linkage
  1. OTHER
    - i. Bridge with newcomers, to integrate the community
-



- j. RBC w/o borders – again with the bridge organization
- k. Connect with B-E
- l. Someone knows Henry Kaiser’s grandson

## VOTES

Co-Office Space	
Maker Space	10
Retail	4 ½
Hotel/Hostel	6
Housing	9
Community Gathering Space	9 ½
Child Care	6
Parking	1 (not reflective of actual sentiment)

There was a great deal of supportive for integrative approach to many of these things such as connecting Maker Space with Hostel space and Community Gathering space

There was a tremendous amount of support for Parking solutions – though not necessarily for us to resolve it.

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## CAPTIONING – JULY 20, 2016

### STAKEHOLDER QUESTIONS

What are three words that come to mind when you think about a community that is working?

- Engagement, Communication, open-mindedness
- Hello neighbor, welcome
- Inclusive, involved, innovative
- Respect, support, care
- Inclusive, Courageous, Transformative
- Knowledgeable, Open, Patient
- Messy, Sacrifice, Thoughtful

What do you know of the ReBuilding Center?

- It has had a political, ethnic, and economic impact/presence on Mississippi Avenue
- Materials for tiny homes for the houseless
- Care for those who are economically challenged
- Slide scale/sense of justice
- Community collaborations
- Environmental impact
- Creating diverse spaces for people to meet
- Diverse employee base, local hires
- Anchored change
- Artists
- Makers
- Gentrification
- Building Community from the Grassroots
- Opportunities for work
- Social aspect – pulling community together
- Created art
- Welcoming ambience
- Class, something the community can be proud of
- Brought people into the community
- Brought out the positive, safe, welcoming
- Meets people's needs
- Volunteerism
- Community Service Opportunities
- Anchor w/I changing community
- Positivity, community orientation of employees
- Leadership – legacy of place
- Walking the talk

What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Parking
  - Skyline
  - Number of people
-

- Housing
- Commercial
- Gentrification – who has benefited, who’s been burned
- Density
- Growth, change
- Privacy

How might the RBC leverage its key assets (property, materials, staff) to address these issues?

- Off-set Gentrification
- Incubator Space
- Opportunity to stabilize and grow
- Black economic opportunity
- POIC – Employment pipeline for vulnerable populations
- (Consider design on alley for privacy)
- (3-4 floors would not create problems)
- Community Co-working Office Space
- Stick with expertise
- Be careful of the consequences

VOTES

Community Co-Working Office Space	4
Maker Space	4
Ground floor retail	3
Hotel/Hostel	
Low Income Housing	
Community Meeting Space	3
Community/Commercial Kitchen	2
Affordable Day Care	1



## CAPTIONING - JULY 27, 2016

What are three words that come to mind when you think about a community that is working?

- Understanding, Communication, Equity
- Creativity, Equity, Trust
- Familiarity, Invested, Humility
- Respect, Community, Neighbor Knowing Neighbor
- Engaging, Helpful, Respectful
- Sharing, Open, Trust
- Inclusive, Community, Loving
- Sense of Community, Share Values
- Collaboration, Interaction, Bartering
- Comfort, Smiles, Sharing
- Safe Environment, Community Education, Jobs

What do you know of the ReBuilding Center?

- Empowering small groups
- Looking for larger involvement of communities
- To bring communities together
- Bartering
- Able to do things with home
- Taps into creativity
- Helps people grow
- Anchor on Mississippi Development
- Source of materials
- Educational materials
- Creating community for youth – BBYUP
- Retail operation – place of opportunity for those who can't afford afford materials otherwise
- Place of creativity
- SEI internships at RBC
- Jobs for people others will not hire
- Materials you need at a price you can afford
- Normalized re-use of building materials
- Catalyst for positive legal environment
- Welcoming feeling
- Old de-casting place

What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Gentrification
  - Parking access
  - Too much change, too fast
  - Priced out of neighborhood
  - Affordable housing
  - Congestion
  - Displacement of people/Gentrification train
  - Displacement of businesses/clientele, e.g., Reflections Bookstore
-



- Property Ownership is Poesr
- Urban renewal
- Not taking into account culture that was in place
- Making sure a diverse group of people can take advantage of opportunities
- “suburban” mentality of new neighbors/arrivals
- Mindful and respectful of neighbors, diversity
- Greed
- Awareness of PDX’s evolution/growth
- Redlining
- Mechanisms to allow for affordability
- Zoning
- Homeless

How might the RBC leverage its key assets (property, materials, staff) to address these issues?

1. Multi-purpose space
2. Low income housing
3. Black-owned businesses
4. Pop-up businesses
5. Hotel/Hostel (for others as well)
6. Industrial Maker Space (Jr. Achievement)
7. Income generation via hotel/hostel
8. Technology Advancement Center
9. Affordable daycare
10. Revenue generation to assist displaced
11. Community Garden Support Resource Center
12. Food Incubator ala Zipper, etc.

## VOTES

Low income Housing	6
Industrial Maker Space	6
Co-Working Space	4.5
First Floor Retail	1
Conferencing Facility	2.5
Hotel/Hostel	1

---

## CAPTIONING - 8/8/2016

What are three words that come to mind when you think about a community that is working?

- Creative, respectful, helpful
- Connected, aware, sharing
- Kids, openness, generosity
- Value, acceptance, appreciation
- Friendly, open, sharing
- Vibrant, healthy, equitable
- Vibrant, inclusive, environmentally-conscious
- Friendly, kind, everyone has a place at the table
- Transparent, common cause, share experience

What do you know of the ReBuilding Center?

- Anchor within neighborhood
- To support OUV (What's that?)
- Linda
- Stories, history, attuned to community
- Brings community together
- Develop friendship/partnership with community
- Walk talk of equity/inclusion, community work
- Access resources
- Good mission
- People/Diversity
- Lived mission in work
- I love that place
- Love that's festering and just keeps growing
- Significant anchor to facilitate change

What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- Buildings that are inappropriate for neighborhood
  - Community appropriate design
  - Lost memory – development is wiping out memory
  - Ground floor presence to root community
  - Rooted in real, not profit
  - Sustain the old/integrate the new
  - Calm space, inclusive of age and culture
  - Retain fabric of community
  - Tension between growth and retaining that which makes RBC special
  - Connected to friendliness, openness, connectedness
  - Overshadow community work
  - Something that attracts everybody
  - Retail space to meet unmet community needs
  - Mechanism to bring in those who feel alienated
  - Opportunity for businesses to own (vanport model)
  - Gentrification/Displacement
  - How will it further mission?
-

How might the RBC leverage its key assets (property, materials, staff) to address these issues?

1. Co-working office space
  - a. Who is the space available for?
  - b. Will people of color feel welcome?
2. Maker Space
  - a. Eliminate barriers
  - b. NW Inventors
  - c. Tool Library
  - d. (Keep Your Space – focused on keeping people in their homes)
3. Groundfloor Retail (with ownership option)
  - a. With coaching/mentorship
4. Hotel/Hostel (with cultural/educational aspect)
  - a. (Check-out hostel model in OldTown)
5. Low-Income Housing
  - e. Huge need, terrible site
  - f. Intergenerational Senior Center
6. PARKING (\$40,000 per stall underground)
7. Community Gathering Space
  - a. Need the right dance partner
  - b. Connected with community
  - c. Make sure its available
  - d. Neutral space
  - e. Healthy outreach
8. Support for Schools/Children
  - a. After school
  - b. 4H
  - c. Scouts
  - d. STEM/STEAM
9. OTHER
  - a. Programming out cross fertilization
  - b. Classes on the Bus/Classes 200 (??)
  - c. Hang Space – Space to just hang out in community

## VOTES

Co-Working Office Space	
Maker Space	10
Ground Floor Retail	4
Hotel/Hostel	
Low-Income Housing	
Conferencing Facility	8

## CAPTIONING – 8/10/2016 – STAFF FOCUS GROUP

What are three words that come to mind when you think about a community that is working?

- Honesty, empathy, creativity
- Supportive
- Helpful, profitable
- Having a common goal
- Encouraging
- Open minded
- Communication
- Fun and laughter
- Educational
- Artistic
- Gatherings
- Cultural awareness
- We know each other
- Social awareness
- Affordable
- Green
- Explorable
- Know people by their names
- Welcome
- Innovative
- Time accessible
- Community centered
- Always adaptive to change
- Flexible
- Empowering
- Non-biased
- Non-judgmental
- Reflective
- Bilingual – multilingual

What do you know of the ReBuilding Center?

- We've helped to revitalize the entirety of Mississippi Avenue
- Our products are everywhere
- We're here to help – for whatever you need
- Keep things out of the landfill

What underlying issues connected to N/NE Portland might impact the ReBuilding Center's potential to succeed with a redevelopment plan?

- This place is crowded. People think it's their little space. Would need to deal with more people, may be a safety issue
  - Exploration of existing space – we can't forget about the warehouse. Mindful of the impact on the warehouse – during construction and afterwards.
  - Parking
  - And truck parking as well.
  - Bicycle parking – need more of it.
-



- Elderly people in need of repairs to their home – need to be mindful of the needs of the community
- Lot of development happening in Portland. Neighbors not being involved in what is happening. Developers are making all of the decisions. Forethought with the neighbors makes everything go smoother.
- Communication plan to community will be important – connecting with folks on a personal level.
- Open access – public space
- Decisions being based on money, bottom line – rather than what is best for the community and best for the neighborhood
- Tearing down and building up. Big structures springing up is a real concern.
- Be thoughtful of what we have on Mississippi and what we don't have – be mindful of existing resources and what is missing
- Aesthetics – we want something that's good to look at
- A partial up that doesn't affect everything like the big buildings do
- Murals
- Sectioned building – like doors on first floor, lights on second, etc.
- Barista bar –
- Top floor should be accessible to everyone
- Local minority contractors
- Buildings don't reflect what the buildings have been historically – so anything we build should reflect the history of the neighborhood
- Affordability
- Use as few new materials as possible, how can we live our mission in the redevelopment process itself.
- Better signage
- Accessibility - make sure everyone knows that this is a community space

How might the RBC leverage its key assets (property, materials, staff) to address these issues?

1. Low-income housing for PCC students
  2. Something that gives back to community
  3. An area where we can build things
  4. Co-Working Office Space
    - a. Would need to be selective about who we brought in; aligns with our mission
    - b. Make space available for individuals or organizations that would like to rent space out for meetings, etc.
  5. Maker Space
    - a. Space needs to be open and available, should be multi-use – so we had kids in the ReFind Center while we were building kiosks, and teaching classes. So, it can be multi-use
    - b. Need to expand current maker space
-

- c. Making sure that an industrial maker space is being used for community space not for commercial purposes – incubation only
- d. People should start businesses here and should be encouraged – as long as they're not dominating the space and pushing people out
- e. Contractual
- f. Maker space in Detroit could serve as a model

(Covered area for receiving donations)

- g. Maker space that teaches self-reliance, self-sufficiency

## 6. Ground Floor Retail

- a. Mini-mall concept
- b. Alley-frontage

## 7. Hotel/Hostel

- a. This is a question that is asked a lot – do you have a place where we can stay while we are here in Portland and volunteer
- b. A big apartment where people can stay. Don't like the idea of permanent housing because people don't have access. Low-income housing, etc. no for the same reason. But a single apartment or suite would make a lot of sense for our guests
- c. At least four people should be able to stay – a group setting
- d. Will be difficult to keep the people who really need it because people are always looking for cheap housing. So, it will need to be completely open or restricted only to visitors.
- e. Safety net apartments for minority seniors who may be in jeopardy of losing their homes.

## 8. Low-Income/Mixed Income Housing

- a. Maybe the space should always be changing –
  - b. Obligation to community to provide low income housing
  - c. Each floor could be done with different intent – senior housing, hotel housing, low-income housing – all this is possible
  - d. Think of the costs associated with this – how are you going to support this
  - e. Businesses on bottom floor may need a place to live as well.
  - f. What about staff that may need a place to live?
  - g. What about folks who need a place to stay when they are visiting
  - h. Assume that low-income housing is the highest need and greatest impact – although it may not be the most cre-
-

ative.

- i. What is directly ReBuilding Center vs. what the community needs that is not our core mission. Balance with core mission – what can we do to expand core mission.
- j. Would we be turning this into a 24-7 facility?
- k. There's no parking anywhere – how can we add more apartments

#### 9. Community Conferencing/Event Space

- a. That's a great idea.
- b. A coffee shop so that people can come here and meet
- c. There are a lot of non-profits in N/NE Portland that don't have space – yes, it's a great idea
- d. Bear in mind that we often feel stretched in the warehouse – so adding space will increase that burden. If we can't handle what's on our plate, why are we going back for seconds?

### OTHER IDEAS

- WHAT DOES THIS HAVE TO DO WITH OUR MISSION? - LEO
  - Is it going to push more people out of the area? It cannot contribute to gentrification!!!!!!
  - A place where people who have a need can find a solution - a resource for everybody who has a need that they can get it fulfilled.
  - Connect maker space with retail space so that we have a healthy economic cycle
  - How do we keep this livable at an affordable price. There is no question that this neighborhood was not doing well.
  - Expand warehouse into admin space and admin goes up.
  - Tool Center/Tool Library
  - An energy stand. We could make some money
  - Helping people to connect to existing resources – legal help, whatever, there are existing resources but people don't know about them. Serving as that resource would be awesome.
  - An open air market for meeting people's needs.
  - Help people connect to existing resources.
  - Resource Center rather than a living quarter place – a place that is open to the community to do its thing
  - Build a parking lot
  - What will happen while they're building the new space?
  - Concern about parking. Where will people park?
-

## VOTES

No Action	2
Parking	8
Ground floor retail	7
Low Income Housing	9
Gathering Space	9
Co-Working Space	6
Maker Space	12
Community Resource Center	4
Apartment	5

## CAPTIONING - RESULTS AND CONCLUSIONS: THE FINAL MEETING

### SUMMARY OF THE DAY

Table Topics: We planned a break-out from the larger group that would have people separate based on topic area as it relates to the redevelopment findings e.g. Table 1 is Multipurpose Space, Table 2 is Maker/Producer Space, etc. These table focus conversations would draw-out details amongst focused participants to get more technical around what it means to build specific spaces and flag potential challenges. With the reduced group size, we decided collectively to do this as a small group exercise and move through the topics quickly.

### GROUP SESSION

As part of this section of the gathering, because of the reduced participation, it was decided to take a looser approach with the group. The questions were broadened to include all of the major potential building uses in a redevelopment, as well as what people would want to see happening in those spaces, so the spit-balling of ideas was captured verses a fully developed dialogue about the different choices and their potential feasibility.

### THE REDEVELOPMENT ITSELF

We started with a short question about the redevelopment as a standalone process. What would it need to be mindful of, what elements were important to pay attention to.

- Would need an Advisory Board that measures and researches elements and options to ensure relevance
- Green roof, grey water system, high efficiency energy planning
- 4th floor (as it was decided amongst the group that 5 floors would not be a good option for the community or the organization)

### MAKER SPACE

What needs to be in the space, how does it perform, who does it provide for, and what comes out of it?

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- Jewelry
- Steampunk Fashion
- Fiber Arts/Scrap
- Sculpture
- Food – Community Kitchen
- Fresh Produce
- Artist space/Scrap area to serve artists
- Teaching space
- Repair
- Kid friendly
- Senior citizen space/engaged
- Kitchen lending library
- Computer teaching lab (web, coding, etc.) Training in “practical steps”
- Fabrication; 3-D printing, Auto-CAD, etc.
- Continuum for future workforce and entrepreneurial opportunities
- Increased partnerships and serving as support to community need

## GROUND FLOOR RETAIL SPACE

**Questions:** What does the Retail look like? Layout, design, space allotment, subsidized costs to incubate? Percentages? Equity questions. Mission verse reality? Capacity and support services?

- Group Highlight: The space needs to be aligned with the mission of the organization.
- Mini-Mall
- Coffee service – place where people can meet and socialize
- Art/RBC-styled environment
- Businesses with stuff people need
- Incorporate the alley space into the redevelopment, activate the alley
- Blended space
- Bookstore, drycleaner, bookstore
- Work with SOUL District (BICEP)

## NO ACTION OPTION

If we were to take no action, what would RBC do?

- Focus on programming and elevate it as a value to the community
- Concerned about losing relevance if we do nothing
- Develop a timeline that strategically keeps RBC functioning
- Design for 2020
- Connect with local community more in-depth and consider future options.

## CONFERENCING FACILITY

**QUESTIONS:** What does the Conferencing Center look like? Density? Max? Layout. What is in it?

- Sound system
  - Technology
-



- Retractable ceiling
  - High ceiling
  - Dance space
  - Flexible/changeable – modular build-out that allows for flexibility
  - Balance revenue generation with grassroots needs
  - Community owned, community directed
  - Teen space
  - Intergenerational space
-

## APPENDIX E – TRANSCRIPTS

6/21/16

### FOCUS GROUP 1 – TRANSCRIPT

"I'm going to ask you to introduce yourself, and then just give us three words that you would use to describe a vision where community is a place where people know each other and are working together to benefit the community as a whole. What does that vision look like? What bubbles up, in three words, when you think about that? So – your name and vision in three words."

"My name is Kenechi Onyeagusi, but you can just call me Kenechi. Three words about [inaudible]: family, joy, interconnectedness."

"I'm Sarah. I live in the neighborhood and I work in the neighborhood. Three words would be abundance, vitality and presence. Both meanings of the word presence"

"I'm Mark Lakeman and I would say, three words for now would be local, culture and collaboration."

"Thank you."

"Only three?"

"Just – yeah – this is as an introduction."

"Okay – Katie Sawicki – hi. Three words would be culture, antigentrification and collaboration."

"What was the second word?"

"Antigentrification."

"And now I've lost the third one."

"Collaboration."

"Bill Hart - I'd say gathering, innovation and fun."

"Jake Henderson - opportunity, energy, connectedness."

"David Komejii - it's going to be three ideas, not three words – demonstrated caring, work and fluidity."

"Shawn Wood with the City of Portland and I'll say safe, creative and cyclical."

"Hi everyone, my name is Cristal Finley and I'm with Pacific Continental Bank. When I think of community I would think of transparency, collaboration, communication."

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"Thank you very much. So let's see how these descriptors tie into the exchange of ideas that will hopefully take place here today and how they might tie into what has already been set forth as suggestions about what we might do to be a greater benefit to the community by leveraging our assets. So we're going to hold on to the essence of these words. So we're going to move right on into the stakeholder questions. Hopefully you've had a chance to review the project description that Stephen sent out, and if not you can always refer back to it inside the packet – the blue packet – that you have there, as well as the stakeholder questions. So, I'm just going to start and you can decide how you want to do the response, whether you want to do it everyone – I would hope would feel confident in expressing your ideas – but do you just want to go in random ask or do you want to just make sure that there's sequence. Any thoughts around that?"

"I like popcorn style"

"So any objection to popcorn style? Okay – if it looks like I think you're trying to say something

I'll see it, okay? Alright – let's go then! What do you know about the ReBuilding Center's history, mission and role in the community so far?"

"It's awesome!"

"It's a non-profit?"

"So is that a question mark? You can frame it as a question mark."

"No it is... right?"

"Yes it is – that's the answer."

"Okay – thank you – it made me doubt myself the minute I said it."

"I'd say it demonstrates a revolutionary level of commitment."

"Any other thoughts?"

"As a new homeowner, coming to Portland, it was the first place I heard about. So that's role in the community, and I will say it took me many, many more years before I had any idea what the history, mission was about. So there's a disconnect there."

"I think it's got a strong reputation as a good, solid contributor."

"It's innovative, too. I hadn't seen the model or heard of the model until I heard of the ReBuilding Center"

"You had not heard of the model? Is that what you said?"

"Yeah, it's innovative."

"And just so you know these might sound like soft questions but again, this communi-

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ty engagement process is going to help inform the board's decision about even moving forward with a feasibility study, so this is important to know the gauge of community awareness of what we've already been doing. Any other comments?"

"I think it's undefined by exactly what it is. I think people recognize that it's a strong contributor and there's a lot of positive things about it, but I'm not sure people understand its relationship with United Villages and other things that you do."

"I'd second that."

"I think with the amount of building that happens in this town it is not just on the vanguard of sustainability but sustainability of building and projects would be unthinkable without an institution like the ReBuilding Center. And I think that it should be even more integrated into all building projects, like the way they're making it so you can't just take down a building without reusing some of the parts and you can't – you know – I think, I mean there's various certifications for building you get more funding, grants and loans if you use more reclaimed products. I just think that Portland is such a city with a history of timber and also environmentalist thought, and I just think it's probably going to move more in that direction as time goes on."

"So you're saying you see the organization's role as relevant to all that's happening to the development and that it should be tied into key consideration."

"I also think that it's a really strong attractor for good people. So you seem to have a network of really good people that are connected to the organization. There doesn't seem to be any bad eggs in the dozen. So it seems to draw really good people to come here and be a good resource and folks that I know always talk about it always have good things to say about the organization but also the people that are kind of connected with it that are here. I think both staff but also people that come here to use the resource."

"From living outside of the area – I live in SE – we don't hear too much about the work that goes on. But I think that the ReBuilding Center itself – it's known – but I don't think some of the more community supportive engagement..."

"How is the known? The branding?"

"The branding of the ReBuilding Center is known. The United Villages, I think, that component is not as well known."

"Speaking to the ReBuilding Center in particular - I recently moved to Hood River but my office is right across the street and stay in Portland, and it highlighted to me how much I've taken for granted how vital the ReBuilding Center is. From a builder, developer, property owner and home owner, I utilize it so frequently on so many different levels, and going to a community that doesn't have something nearly as developed as the system that you guys have it's really glaringly obvious how important that is."

"So what are you perceptions of the ReBuilding Center's impact on the community and some of these things, you know, have been articulated in the previous question, but what words come to mind but when you think about the ReBuilding Center's impact, whether positive or negative. What are your perceptions?"

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"I think one of the words is engaged."

"Opportunity."

"I kind of think most of... so, me as a person coming to Portland – I mean, nine years ago but, this was a place that I would brag to others about: 'In Portland we have this,' but then in my eight years at the Urban League, never would we have thought, 'Oh, the ReBuilding Center.' We've never gone to the ReBuilding Center as a resource or as a community partner, so to there's a disconnect there with those two different roles so, but an exorbitant amount of potential, so that's something that I think."

"So there's some room for improvement in terms of community partnerships?"

"Yeah – so the potential for impact I think is huge, but the reality is maybe less."

"Sean, were you about to say something?"

"Yeah, I was just going to say opportunity – I think it, to me it kind of conjures up opportunities, volunteer, jobs, affordable materials, benefits the community, so."

"So impact economically, okay? And also the social engagement through volunteers."

"Mark were you..."

"I got a couple things – well, one is that I think it's had a culture-wide impact on helping people appreciate the inherent value of things. Like, not long after the ReBuilding Center got up and running and became popular, it became very hard to find things in dumpsters anymore. People were suddenly like, 'Woah this has value. Maybe I won't just let this go,' old windows or 2x4 or what have you. People aren't throwing away as much and I think it's raised consciousness around the inherent value of things. Then also, I know that the sheer amount of community, that community initiatives and ecological initiatives, private or public, that have been supported by the ReBuilding Center has impacted us beyond our comprehension. I know that most community gathering places made by community of all cities, per capita, per [inaudible], and I know that the ReBuilding Center has supported almost all those projects."

"[Inaudible] but you, I know you're working with the city repair and the intersection projects and things have gone [inaudible]."

"There have been hundreds of building projects that you guys have supported, from straw clay, straw bale, [inaudible]."

"Because after the community trees, it seemed like you've seen [inaudible] structures popping up more."

"We were in the paper today! I mean, we weren't, but something we supported was in the paper today. The doors."

"The door of love for Orlando victims."

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"Right, right [inaudible]. So are there any other thoughts just generally about impact?"

"One more I'd add is that these well organized homeless villages basically wouldn't exist if it weren't for support of the ReBuilding Center. And I'm thinking that not just, Dignity Village from the beginning, R2D2, Hazelnut Grove and several others - and not just the physical material infrastructure, but the fact that the ReBuilding Center sits at the table with these entities helps legitimize them to the other people that become partners. So you've been a linkage, you've been a key linkage between communities in distress and challenged communities and other partners."

"I like that phrase 'a linkage between communities of stress...'"

"In distress and other essential partners."

"Yeah I would just kind of tag on to that. I think that if there's something I've realized in the last year or so, especially through conversations with both of you, is realizing that you have those linkages and not having. So maybe there's an education and communications piece around that. Realizing you have been the backbone of so much but not knowing."

"I know - it's part, and Mark will attest to this, that the early, the evolution of selfless giving and stepping back from taking credit and just doing it because it's the right thing to do. But we do, and this is the opportunity now, to be a greater impact and how can you be a greater impact if more people are not aware of you and you're not letting people know the amazing resource that you are. So what are the major forces impacting livability in the North/Northeast community? Because this is what - you know - we're thinking about part of the envisioning process [inaudible] organization was all about reigning back in our concentrated, intensive efforts on the North/Northeast corridor, because we have a large presence here, so this is where we are now, focusing in this area. What are the forces that you think are impacting livability for people living in the North/Northeast corridor?"

"It's extremely expensive. It's crazy expensive. Like a plot of land is [inaudible] for a little square with nothing on it."

"Rents. Rents for shops and businesses, and especially for local businesses that want to kind of maintain and stay here - it's real hard for them to kind of transfer to go somewhere else."

"You know, I didn't go to New York City between 1991 and 2007 and during that period of time, of course, New York real estate exploded and I remember coming back and Broadway was gone, all of the little bodegas were gone on Broadway. All of the little pizza shops - there used to be a pizza shop and bodega on every single block on Broadway - on both sides of the street - and they're all gone and replaced with national chains. Every single freaking one of them is gone."

"So there are forces that are impacting livability - I mean it's different for different people but, you know, the next question is tying into this. Do you feel like there are any underlying issues connected to this area that would impact the ReBuilding Center's po-

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tential to succeed with a redevelopment plan? So if we want to do something with going up and developing this business, what are some things that we should be mindful of and an underpinning of concern."

"Parking. I love the ReBuilding Center and I'm always like, 'Oh, I should come here,' but then I think about parking and I'm like, 'No. I'm a terrible parallel parker.'"

"I think there's some component of humanity that current characteristics of community that haven't sold, that in and of itself contains the diversity of socioeconomic, ethnic, cultural, [inaudible] which makes it a unique and very inviting creative setting and as the – I live on Hawthorne – so what happened there is we had a very rich community that was a very caring community – and then it shifted. And when it shifted, what we saw was a dispersion, a dispersal of the diversity and it became much more homogenous and so I think one of the things to be aware of is probably not quantifiable but qualifiable. How do you qualify one of those things that we can't touch that actually make up this community? It's a pressure."

"So, and then, that's what I was trying to get at, wanted to get at for the impact of livability, I think it's so hard to figure out what it looks like on a policy standpoint, but the feeling of welcomeness, next to housing has gotten ridiculous is how you feel when you walk out of your door and do you want to walk down that street. And you do physically take up quite a bit of space, so you have this amazing opportunity to impact that. But I don't know what the looks like in a solution."

"So I guess part of, relative to that, is somebody who is distress would feel welcome here as a safe space and/or would people just feel welcome just bringing a pie or just something. Just, 'I'm your neighbor, here.'"

"For both safety and [inaudible]"

"Yeah, there's just so much potential. In a diverse community there's potential and when a community loses that, it loses that feeling of potential because in the homogeneity it happens"

"So the question that I go to frequently on the economics side is, each hour of our lives are an hour of our lives, does it make a difference whether I make \$100 an hour or fifty cents an hour, is that hour equal or different and then how do you not measure value people, you know our society values according to what you're paid, that's how it's expressed, and I don't think that this community does that, and so how do you maximize that humanity part of the time in this space. It's very much horizontal – this building – I don't see a very vertical. The structure, [inaudible] structure here is – there needs to be some verticality to it – but it's very horizontal in its implementation, and that's very counter to the corporate structure, which is heavy vertical."

"And yet it almost could use some in the sense that it would help, like if there were classes here, like you want to be a woodworker and you want to learn a skill. You come here and be an apprentice and take class and get a step up without having to already know somebody or be – how can you learn those skills if you don't know somebody or are related to somebody who has those skills except through a place like this."

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"To me it kind of goes, one of the things I question is, going back to really focusing on your mission and what it is you describe community: Who, in your vision, is your community?"

"That's a good question"

"I don't think it's for us to decide. Not just the people who come to the focus group..."

"For me it's a mission... I'm an architect, so when I work with my client, I have to ask them, what are you really trying to do? What is your mission? If you want to be, if you're trying to be in more of a giving mode, you can be very giving but it may not be sustainable for you as an organization. Or you could be very profit motivated but then it doesn't meet your community goals. Or is there blending somewhere in between that could it be somewhere in between that."

"Well that's a good – and, you know, we've always, when you ask that question it just, what bubbles up for me is the question around, our audience has always been, the term is inclusivity, you know like we are here for everyone and it would be challenging when we were asked by other organizations that are sometimes NGOs or business type... you know, you profile, who's your target population because we didn't start out with a targeted population other than bringing people together across cultures – that was the agenda. But now, you know, we know that, I guess the audience right now, this much we can say, it is the community of North/Northeast Portland because that's what the board has endorsed as our outreach concentration at this time, so and, the priority is going to be to, and I think Stephen can speak to this, but it would be to address those groups who have been marginalized, that were North/Northeast community used to be their community and now it no longer is for some of these underlying issues."

"But I guess one of the questions is, kind of back to David's question, if Southeast could be a resource, so in other words you can give to your immediate local community but if Southeast could somehow support you by being aware of what you guys do, then aren't they part of your community?"

"Oh yes."

"So I guess in a way go back to everyone is our community."

"And I think that's a reasonable answer because the equity of access to life – everyone has that. However we enter it, we have an equitable... the circumstances surrounding out living in may not be equitable but we have the equality of life, we all have a life – who are living now and how we engage that I think in our town, in our neighborhoods actually help us to figure out how to negotiate the rest of society and the people around us by the way we feel safe. We feel productive or contributing, I like to think, how are we contributing to meaningful relationships?"

"As a person from deep Southeast, I know that the ReBuilding Center is really loved and supported by people bringing donations just as they buy things from all corners, it's been that way. So at the same time your community is kind of vast, it's all across the region. I don't perceive that anyone who knows that you have a particular focus on

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North and Northeast would be offended by that or is offended by that, in fact I think you guys have a hyper local focus on an area that is kind of basically under siege, I think gives you the chance to have the most impact on the system than if you disperse your efforts and maybe become sort of focused and they don't get a chance to reinforce each other in the geography, here, by focusing here you have more reinforcement within the social culture and across the geography by being more local. And you can certainly see its impact on Mississippi that's been both beneficial and also attracted outside forces too. It's complex but Mississippi is different than other streets because of the presence of the ReBuilding Center."

"Yeah and I think there's a lot to be said for being a good example for other neighborhoods. If another organization wanted to... you know, because you said you really think outside the box and have really interesting solutions to problems, I think you could set the standard for community involvement and maybe have all sorts of new ideas of ways to tackle."

"Set an example to others."

"Also, mentorship to other communities, because in Hawthorne, we're struggling to maintain community. Because there's so many strong economic forces trying to undermine some of the social structure that we have there, it's..."

"Do you feel like some of those strong economic forces would translate here?"

"Oh, you bet."

"What are some examples of..."

"So social structures that turn into [inaudible] is a nightmare. So what used to be... Hawthorne was here, then Hawthorne became trendy and Division and Belmont became hip, now those are also trendy. So it's pushed the diverse culture even further until we have no parking, we don't have throughway streets anymore, and so we can't interact with our neighbors. It's just very inconvenient."

"Also, it's so spread out. Mississippi has the advantage of being very short, dense retail area and beyond it it's still more sparse out there. You get two blocks that way and it's just residential."

"And I think that's one of the things that needs to be maintained. Because if you look at the in-fill between Division and Hawthorne and in-fill between Belmont and Hawthorne – I don't know how our infrastructure is going to hold that."

"So Stephen would you put down too that, I'm hearing that trends, the trending piece has a huge impact. I mean, because, you're talking it's connects connected with, it's a different kind of model, but the trend itself, like we're describing from hip hop or not hip hop, but hip whatever and moving into trend and just continues to move is an economic factor."

"So, in defense of the city, I think the city... I think in the defense of the community, of

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the city, they took a really hard look at transportation as a very important part and what that transition between car free and multiple cars on a thing, that transition hasn't occurred yet. And there isn't the infrastructure for high-density transportation moving for it to make sense not to have. So that five year plan or ten year plan [inaudible] about the high-density population - it made perfect sense if nobody drove."

"And I spent the summer in Berlin and it was so much like Portland, but this dreamy Portland of the future where everyone rode public transit, and the neighborhoods were really dense, and people walked everywhere, and there's tons of parks, tons of museums and rent was really cheap, and art was everywhere. I was like, 'This is where Portland should be going.' And the city is huge, you know? It's like Gresham and Vancouver and Sellwood. What if Portland was actually that big but it took you twenty minutes to take the train and you worked in Portland and it was no big deal. And there's tons of apartment buildings everywhere. Those communists really built it dense you know? It was just so easy to find like a \$500 a month apartment and it would be super cute and it would be right next to a park."

"Transportation - we'll put some stars by that."

"It does really feel like a key - transportation and cheap rents. Like, not just cheap rents that would make the farther out cheap rents seem not so insane."

"I see both of you. I just want to check in with Cristal first and find out if you, is there anything that you want to put out on the table, as anything you've identified, observed as an underlying issue that might impact the ReBuilding Center's potential."

"The biggest thing was actually, what you and Katie, Trimet discussed and I didn't know how to put it into words - that was the hard part - trying to put into words the, keeping the community, keeping it as community and keeping it from just changing to all these different things - being spread out like you're mentioning and how to put that into words, it's hard for me."

"Well it's something that resonates with you as an observation."

"Well I'm just with more, I think, and I moved here from the gorge area, I'm very familiar with Hood River, and Portland for me, it's not very far from home but I actually originally from Portland, but it was a community that I felt I could jump right into and be a part of and get involved with and I think with all the people that are coming in in the rapid numbers, I don't want it to be hard to keep that feeling, keep that community. And I came up here to Northeast Portland to go to Concordia and I just loved it. I lived on campus, I walked all over around campus and just fell in love with the area and it would just be hard to, as changes have happened through the years it's been hard to see all the communities change. And all the different strengths and different businesses coming in that were never there before, people that used to live here moving out, all the changes are really hard. So trying to keep that community is the thing and is really important."

"How to create those opportunities for connection. So Katie and then Mark and then Shawn."

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"Yeah, I do think both to set an example for other areas, you stand the greatest chance of preserving cultural furtheration in this area of all the kind of different components of the Mississippi district, like you have the greatest opportunity, but that you're going to have to be a convener of others in the area. So you do need to be bold, be political and call out the fear that we are moving towards this homogenous community in this area. How do we stop that? What are the different components of making this, of getting this district what it needs to stay what it was? We're going to have to roll back a few years, get it back to what we were and then keep that. But I do think that convening role and that bold political role will be important."

"Be bold! Be political!"

"And the last thing I'll point out is you do have an opportunity that, say a lot of other advocacy groups don't have because you do get you money next door."

"Independently funded – that's right."

"Which gives you a [inaudible] that so many places don't have."

"So independent funding is a plus. Mark? And then Shawn?"

"Well my thoughts right now are also connected to the previous question and these two questions are very related. I think that we have systemic, obviously we have systemic issues that are not unique – every city in the USA faces them and the way gentrification is playing out, communities are being dislocated and even destroyed is a historical process. And so I think it's really important for us to understand what's going on, and I really appreciate you bringing up Berlin as an example. One thing I would be really interested to know is do they have a voracious and disconnected development culture too. I'm hoping that it's a little bit different because they're an older culture, they're more [inaudible] I'm thinking about all that we've been learning in city repair communitecture league about the nature of gentrification. We've had conversations with real estate agents, like for instance, we've asked questions like do you ever try to bring buyers and sellers together to find a mutually agreeable price? One that is actually supportable by the business plan or by the family income? And the response we got was that is actually the definition of immorality in real estate culture. Our prime directive is to extract as much as we possibly can and deliver as much profit as we possibly can to sell. So we have, I mean, in terms of this challenge of retaining community, we have a systematic issue and it isn't just real estate agents. I mean I hope that everyone comes to the table with their spirit of community guiding all of their choices for the sake of honoring the past and for the sake of the longevity of our people, but that's not happening in corporate culture. We're within structures that are apparently compelling people to disregard their very humanity, and when it comes to alienated ownership, where people just purchase houses that other people live in, and they purchase it as a development, as an investment. Their only concerned because they might live in Lake Oswego or something, is only that this house delivers the money. So they're just going to cash in when they can. So watching Portlanders, like pensioner – she's willing to sell her house for as much as she can because she needs to money to support her in a retirement home. That's a systemic problem too because then the real estate agent is getting as much money for her as she can but at the same time the people coming in can no longer support the building because the income and the expense don't match up. There's not even a conversation

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to try and align that so I think right there unless we affect that, we're actually doomed. So what I'm really excited about for your project is that you, I know already at the front end of conversations, that you're aspiring to model something that will be a different way of developing – that will have..."

"That's why we are here."

"Leading with a conscious. Leading with an intention."

"This is why this feedback is really just vital."

"And I think, playing into what Mark said, I think one of the things that you guys are doing by taking the lead with property that you own, is you can start communication if you can find the other property owners around you to begin to kind of develop a sense of – in other words you're almost like a... a developer would use a master plan, and in one sense what you really need is, if you're really going to try and save the neighborhood and take it back, because I live over in Southeast and I'm watching what's happening in Division and it's driving people away, the houses are getting super expensive, families are going, older members of the community are leaving and if you can start to network with your other property owners around here and start to begin to see, what do you collectively want, how do you want to support local businesses. Some could be paying more rent, but they could also be, debt could be used to support other organizations. I mean there's ways you could do this, but I think the communication into it is really strong and it's powerful that you're actually taking this step to kind of counteract what Mark's kind of talking about."

"That's the only thing I can think that could possibly counteract it."

"Accountability."

"A collective will, a shared culture of values."

"And I think some education around what equity means outside the realm of community advocate. Like what does it mean in an economic and community development world, and that you are going to have to be those educators because I don't think otherwise anyone else is going to do it so, and I don't know if that plays a role in the values, but right now I'm not seeing the word equity used the way I want to see it, to make sure that when you two win the lottery and don't work here anymore, I'm trying to get away from the hit by a bus theory. But so when that happens – then we know it's going to stay."

"Sean, you've been trying to jump in there man."

"That's alright. It's brief, but just hearing the different viewpoints and hearing the word gentrification, and change and homogeneity is, some of that stuff is going to happen, right? So I wrote down like, how do we leverage change? So how do you take advantage of new businesses, kind of going off what you were saying, Bill, and you know, new businesses come in – do you have some sort of volunteer and community agreement? Or something like that where you can take advantage of injection of funds into a communi-

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ty and into a neighborhood and also in terms of new development on this site, how you preserve the existing community, but also, bring in new members? Because people are.. they're going to move to North and Northeast Portland, right? It's going to happen. But how do you bring them into this community as well so that everybody feels welcome? And I, as a new member of this community, I have a certain things that I can contribute, and I don't even know what those are right now but when bringing them into the model then that will become more apparent."

"This is a great segway for, you know, the ReBuilding Center, how do we leverage our key assets? Because when we're talking about what our key assets are, there's the physical property piece - we have our materials, but we also have the people. So when people are coming in how, like there used to be an opportunity that we used to try and cultivate with the BNA, the Boise Neighborhood Association, about when new people are coming in, because you saw the influx, why not partner with doing the welcome basket. Inside the welcome basket would, here's a resource if you need conflict resolution, if you want to learn some tips on how to get to know your surrounding neighbors, not just the businesses, what are those things looks like? So, I think that what you're saying could speak to the variety of ways that we leverage the key assets that we have and I think, as mentioned before, people are part of that picture. So any thoughts about.. you know... so we have this space - Stephen, what's the total square footage that we have... that we're talking about here in terms of redevelopment? So how would we..."

"Can we have just a quick map?"

"You want me to draw a map? You've seen my handwriting and you want me to draw a map?"

"Just a quick sketch aerial with color..."

"So we have two new warehouses. This is Mississippi. Then we have an older warehouse, then an older warehouse, and then we have this space here, which is our admin space, and this is roughly 7500 square feet and it includes a 2000 square foot woodshop. The downs of this space is around 53,000 square feet, so we have roughly an acre and a half of space. We're primarily talking about this space here. We're zoned to go up 64 feet, which would be presumably four floors? Possibly five? Four to five floors, right. Now, if there was overwhelming support for it and the feasibility study pended out, we could potentially go over one of these warehouses. But for the most part we're thinking about really, is this. I mean, I don't think we'd ever really want to do anything with these, our brand new warehouses, which comprise the bulk of our real estate, but you know, for the most part we're thinking about this, but if there's something really compelling in the feasibility study bored out, we could potentially go over another warehouse."

"And we border another building here before we get to another street."

"Correct. There's another an apartment building at the end of the street. Brickish."

"Blue is the sons of [inaudible]. So that's a lot of space."

"One quick question - does the alley go all the way through and it's improved enough

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that it's a through alley."

"Yeah, absolutely, that's our major drop-off area."

"Can I make a comment? So the two warehouse spaces just south of the 7500 sq. ft. space we're in - that's a lot area. You have one level of activity and certainly you have a great deal of potential for doing stuff. I've just talked with them a little bit about the idea that you could somehow put something on top of these existing buildings, but it would be tremendously expensive to retrofit existing, kind of older structures like this."

"So this building was built in 1907 and it will come down immediately should the land begin to shake and then - the other two have been retrofitted I believe."

"I believe they have been seismically reinforced. Generally speaking it's less expensive to tear down the two old warehouse buildings that the stuff is in now and then build up from there than try to retrofit the existing things and sit something on top of it. It's a big, big difference and the feasibility will tell you that."

"Yeah the feasibility study right now, let's hear about some ideas that people may have that are not already listed. You had a chance to review some of the suggestions that have been set forth already. Some of those things came from our outreach advisory committee, and so it probably is easier to just glance at those and we can begin to have some ideas to elaborate on that vision piece. And anything that's not listed on here we're going to ask you for your ideas add to the list. So this is not the definitive list. This is a beginning of brainstorm."

"So of the things that are on the list, have you guys got an idea about what your local community, within a walking distance, what they kind of need?"

"Well this is again, because the groups that we pull together include neighbors, businesses, we've invited faith based, so it's cross section of community, but we haven't gone out to canvas door to door. We want the participation and outreach for feedback will include neighbors."

"And what about, in terms of - if this was a healthy operation and this was going to grow and evolve, what does this need to go to its next vision?"

"But that's not on the table right now for development."

"No, no, but if there's a task or things that are happening here that could go to - this remains, but let's suppose you want to do something else that builds off of what's here. Do you know? Could that be a workshop, where you're training people who are getting products here and helping them adjust stuff? Or is it...?"

"That's one of the options on the table, is the makerspace. So we have a 2000 sq. ft. woodshop back here and one of the ideas is to double that makerspace and be able to bring in Metal Urge and 3D printer and other things like that so we can become a place for generating skills as well as entrepreneurial opportunities for people."

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"That to me is the most excited opportunity on this list. I think that has the most bang per square foot."

"And then showcasing it."

"Okay, so let's go to that then, if that's the place to start. So expanding the workshop and creating a showcase."

"Yeah – a showcase – so that people see presumably you're going to be using some materials that are found next door and refining those, but to have a, for example, Lovett Deconstruction was working on a project up on Fremont and they typically put their de-nailing out in their backyard and for whatever reason, they ended up moving it into their front yard in this particular project and created so much interest in the community and people stopping by and saying, 'You know this is great and we didn't realize what was going on here,' and they physically saw people harvesting and getting lumber ready for salvage. So anyway, to me that's a really important, is having that visibility."

"You could even have like a, you know, if you did have a 3D printer, and you had Metal Urge you could be teaching classes where people who are low income could come and maybe take those classes for free. And then I think it would be really interesting to have some sort of a retail space that was those people selling their stuff, so that like a business owner could come and say, 'Oh I really love these, I want to commission them to make me ten more and sell them in my shop.'"

"Yeah, like ADX has really small component of that."

"Yeah, like that is such a cool thing that they do. ADX is amazing, but the classes are expensive and they don't have them very often, and..."

"And that's where I see the whole leveraging of change having... So, literally, you've got, maybe classes lower for folks that live in the neighborhood, and they're not for people outside. But then those two people, let's just call them two people – they come together and Bob from the neighborhood is building something and Jack who has a bunch of money, so they start talking and opportunities happen."

"Have you thought of partnering with the local school district for classes that are no longer kind of vital for those districts?"

"We just did four classes here in May and June – we brought in four classes of 7<sup>th</sup> graders with PPS and kids all walked out with three stringed guitars and it was very cool."

"And you're about to do the STEM..."

"And we're working with a Northeast coalition, the STEM coalition next Monday. We'll have about fifteen kids who will be spending the next six weeks here building model airplanes, preparatory to building an actual airplane starting in the fall."

"Yeah, because budgets for those types of classes are shot now so I think that's invaluable that you'll be able to [inaudible]."

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"I think your partnerships are going to mean so much in terms of also fixing the first two questions we talked about. So who you partner in these kind of situations is so critical I think Oregon Tradeswomen could be such an asset and I know they have low capacity and they are struggling but I think trying to force that partnership through a grant or something would really, really, really help you on..."

"You mean so they're using the space, the makerspace for..."

"Potentially the space but also for bringing your brains together. I have a feeling they probably have some really good ideas and they need a space to do it and I know you're working on your male dominated... I think you are, I don't know."

"Yeah we are. We're heavily male."

"So I think that's potential and I think SEI, that's the other. It's like they're right here and probably have so many good ideas."

"So explore partnerships."

"And who you're pairing with."

"But not just that, but PNCA and PICA and all those art institutions that, there are so many professors and teachers who would probably love to do like [inaudible], volunteer their services for classes, whatever, something cool and awesome."

"CCAC."

"Just for your information, we're working with OTI. I mean, we do a lot of work with OTI, but this summer they're going to be bringing classes in and we're going to be deconstructing buildings with them this summer and these folks who are bringing in the airplane and building the airplane here, it's Airway Science for Kids, but most of the kids that they recruited for that are from SEI."

"So to keep us moving with some of the other ideas..."

"I want to step back another step further."

"Relating to the industrial makerspace? Or back?"

"Back even a step before that. Looking at the overall goals of leveraging tangible and intangibles, I think embedded in each one of these, going back to idea of community, is how do we then infuse that sense of relationship development that's authentic, and each one of these things, that's the residual. Whether the skill or not, it's the residual relationship that you should carry the community."

"And I do think doing that well means developing the ideas together."

"So, was there anything else that jumped out for you in terms of the suggestions that were set forth, you know, so we've talked about the industrial makerspace... Shawn?"

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"I don't know if this will work or not, but I could see if you did have office spaces or retail spaces, you know, small little incubator spaces, if there was some kind of live/work component where the person that's renting out that space lives upstairs. I think that would be pretty...."

"Oh, so connection between the office space or workspace and work/live space."

"Artists in residency I feel like is a...."

"Put down the live/work model. Okay, thank you. Mark?"

"A couple of short thoughts – People use this word communiversity with some initiatives in Portland and I think that there's just an endless supply of creative imitative or talent in our city that hasn't a really... like there aren't accessibly spaces to use in order to engage with youth, for instance. So what you're already doing, but really a running program and maybe even something like – I mean, communiversity says it but then it becomes kind of an entity, it has a frame or a..."

"Higher degree of intentionality?"

"Yeah, it becomes clearly associated with the ReBuilding Center but everybody comes to know that there's something like a communiversity..."

"It's like the hub. It's like a hub and like a... because it's kind of like you know, you were back from those original vision pieces started popping up around the potential for growing up, but they're like to have a place that would be like a gathering space, but it's more than just a gathering space, it's like an international... it's a local, but it's also national and international, as a hub for exchange of ideas. Is that what you're..."

"Yes. For imparting, mentoring, so when people come to the ReBuilding Center, they know that there's always something going on in the way teaching or celebrating or something that is of and for and by the community. So there's a space where you're hosting these things that are really generative. That's one thought I'm having but I also wanted to comment on the sort of the menu of ideas here. I really love the makerspace idea, but I also really like the storefront idea, the idea that you would create an intentional street presence that does it differently. Less commercial, more community, then the word that gets out there is that you as a entity are supporting something for the community benefit where your primary objective isn't to be extractive, isn't at all to be extractive actually. You're bringing in another form of capital and why I'm excited about that is I just think with every scrap, every square inch that you guys have, you have the chance to support broader transformations. So, a street presence that is always saying something unique and different and supporting the world that we want to live in, seems like a really good way to use square footage. Also, while I love affordable housing, maybe space up above could be leveraged somehow to have even more impact on the community. So affordable housing is always good, but if you could have a facility that would enable people to organize, or other strategies to support the most localized form of development... Could create affordable housing but organizing out of that space somehow. I don't know, just wondering what's the way to leverage your resources so you can

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create the most benefit for community?  
What programmatic pieces support that?"

"David, did you have something...?"

"Jake. Yeah I mean it's hard to get one thought to solidify when all these other thoughts are coming up so my brain is just bouncing around here, but to kind of build on what Mark just said, this is kind of where my thoughts are going is this combination of makerspace, retail space, plus the incubator, live/work artists in residency type thing is... makerspace is great, but even if you offer a six week course, it's still a relatively small amount of time to really make something. And to be able to offer services whether it be to an organization that gets to occupy space and have access to your shop and your other resources and make something over the course of a year, you're really able to develop more interesting things that I think are going to be engaging. Like, the three string guitars I'm sure were awesome, but to be able to spend a year doing something, whether its one person, or an entity or another non-profit that takes a residency for a year and has access to all these resources, I really think could be bigger than just a makerspace that is like an ADX where you can just come in and out and your projects stay really small and you can only make a shelf for your apartment. I think all that is great, but being able to have some time in a spot and some space in a spot to kind of build this thing and not have to take it all home with you every time would be awesome."

"I think I'd add a benefit to that as well is actually becoming part of the community with that duration."

"Like a community garden."

"I think another really important component is going to be ensuring childcare options are available somehow, somewhere here and I know it feels left field, but it's not. So I will push that any day so whatever you do, make sure there's a place for..."

"No, you're right and that actually came up as a conversation."

"Leslie Barnes who has Village Childcare right there is our neighbor, is going to participate in one of the focus groups. But you know, that was a suggestion that came up. Because again, you know, what is the neighborhood want/need that is not already here? Do we need to have another restaurant or bar? I mean, what do the neighbors want? What would be beneficial?"

"For some people who want to be able to participate in these things just can't because they have kids."

"So we've got a few things under makerspace, so thank you for all the input that has been coming forth so far. We've something about ground floor and a little about office space. Anything else that comes up?"

"Job center – if there's some kind connection that you can be making between the training and... skills development piece and then the actual networking and getting people to the jobs themselves I think... I don't know what form that takes..."

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"I mean this could be just an opportunity that hadn't been considered."

"Because there are different ways to tackle the problem of income disparity, rent, affordability, one is to lower the rents and the other is to make it so that people can actually make more money. I mean there's a lot of different ways. I think that's an often ignored aspect of the problem, it's that it's hard to get training, find good jobs, and yet there's so much building that's happening I think that if, you know, if you learned to be a framer you could just go and get that experience."

"And part of it may be figuring out what that looks like through community benefits agreements or something, and you be a resource to those CBAs? So carving out what the need is in the neighborhood and where the hole is, and then be that hole I think could be... That's where I think you can really connect it to the housing."

"Mark, did you have a comment?"

"Well, in city repair we try to figure out neighborhood by neighborhood, what are the missing pieces that if they were to exist would strategically have an impact on the community. So, we look at neighborhoods and we're like, 'Okay, so these are all developments, they're not villages. So there's no central part of the community in any case, like a public square.' Gathering places because developers don't want to create gathering places – they can't sell them. So what are some of the missing programmatic pieces that, if we were villagers that would exist, that we would create. Certainly there is nowhere in almost any Portland community that is like neighborhood resource center, a cultural resource center, a place where you to learn the stories. And I'm not talking about a museum. I'm talking about a living, interactive facility where you can check in about the stories that are ongoing, where you can propose to be a part of or connect to ongoing stories or planned stories, and certainly to tap into stories that we're trying to build upon from the past. And not just that, not like a quiet place where you can walk in and just look at pictures"

"Not like a kiosk."

"A living place."

"To me it's a real community center, but without recreation. And you provide all of those interactions that a community would have in a location where we don't have them anymore."

"Like a game room, you know, something like that that's very like neutral, open ended... you want to go play chess and you go in there and it's chess hour... or like reading, like teaching kids to read."

"Or you'll see developers who are doing, who are trying to provide that in towers - living spaces, entertainment areas, climbing walls, rooftop gardens - all that stuff is back to what Mark is talking about. Creating a gathering space for people that otherwise... otherwise it's just a warehouse."

"And they're putting rock-climbing walls outside the towers, huh?"

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"Yeah. Not necessarily full, but I mean they're moving about how to attract people to make them feel like community. Especially when the rooms in some places get so small that you can't really entertain in the room anymore, right? So now you've got to entertain in your neighborhood. If you're in a tower, it's within a building. So, I mean I think a lot of what Mark's talking about could very well... this community doesn't have that."

"I can envision the vibrancy of that scene. Actually, it's going to be fun to go back and look at the three words of the vision and see how they can tie into these ideas."

"I'm thinking that it could connected to all those ideas we were just generating around the makerspace, that somehow it's linked to that. Like, say, you know, you're coming from Minneapolis to visit this place. You've heard about this amazing community center, you want one in your neighborhood, you're coming and you're just walking in the and then all these kids are running out the door because they've just been part of a workshop where they've just built little free libraries and they're going to go out and put them in the neighborhood. Or they're going to do some sort of guerilla initiative to hang poems from trees – you know, engaging kids, getting them involved in the makerspace, using that space right on the street to organize out of, so people can look in the window and see people organizing to transform their neighborhood."

"Or like, I'm thinking like, you know in some of the housing projects they do student art where kids are making tiles with their imprints of their own tiles. Maybe the tiles are made in this place and then they're going to be used in a structure right around the corner. So then all of a sudden there's kind of a, what I was hoping for, there's more of a buy in that communities actually involve in a project - they did the artwork, they did something. The kids are going to say, 'Well, I did that.' So there could be less graffiti, I mean there's a lot of things if they're involved in it that they're partners in it."

"Can I add one more little piece?"

"Yes, but then I want to get feedback on a couple more little things but yes, go."

"This is going to sound strange, but you know, we're talking about all this juicy stuff that we love, but there's also these development entities coming in and creating all of this displacement, it seems like we ought to be thinking too about how do we engage them at human level, so that they can identify with what we're doing. And say all these kids that are working on the tiles, they're working on something that will go into a project that someone from somewhere else is doing, but by having a wall of tiles or like around the foundation of the building - it is humanizes it, and somehow the developer is going to give some money to the institution here to support what is going to then benefit them. But we're trying to create a human linkage that transcends the corporate divide."

"Did anyone have any thoughts about... what do you think... a little bit more about the idea of the ground floor retail. Any thoughts around that? I mean if we're talking about, I don't know, even how much space it would be for the retail but is that something that you feel would be beneficial to the community? Or that there should be a certain set of values about how do you recruit, who gets to use the space we would create? I mean are there any thoughts around the ground floor retail?"

"I think Mark addressed part of that, is we need to frame the retail space as a model of

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a different capital model, capitalization model.”

“I know, but I’m just saying does anybody else have any thoughts around that before we move on?”

“I think it’s a great point of engagement, you know, like a lot of people aren’t comfortable doing a lot of the things that we’re talking about or getting involved with and if they have a way in that is more comfortable to them, I think it’s a way for people to kind of get deeper into what all the ReBuilding Center offers.”

“And it’s such a retail street, you can’t deny that it’s just very... there’s just people that come here from out of town and they walk up and down and they shop and they eat. It’s already happening here, so they may as well, you know, experience... I mean it would be kind of cool to have a rule where the only thing you could sell in the retail is stuff that people had made themselves. They were making it, they were getting the money, you know, you could create a wholesale agreement with them if you wanted to, their contact information. Line you’re the place where you can buy picture frames and stuff, but also Scrap has that little back area where they [inaudible], I think. Scrap, you know? Where they, you know, people make stuff out of stuff from scrap and they sell it there, and everything has their business card taped on the back. Stuff like that, where, I don’t know.”

“Okay, and so then in terms of recognizing the lack of a lot of diversity in terms of businesses, how do you feel about the intentional effort to, as a priority of bringing some of the businesses back into the community through our retail space?”

“From a developer’s standpoint, someone is going to have to subsidize it. Most of those businesses that are in, local businesses- once they go from a place, you know, if it’s a local business where they’re mom and pops kind of operation they left because they couldn’t afford it, they can’t afford a new building. Rents are going to be... unless someone comes in and helps.”

“But if we would be part of that equity...”

“Yeah, so kind of go back to your mission. You’ve got to make a commitment that you’d be willing to support those organizations and lower their rent to a point that you could bring them back in. Otherwise, you’re just going to drive out locals and whoever has got the best dollars and trying to go for the space. Because economics won’t kind of drive the whole deal.”

“Well either that or, conversely, if I mean, I like the idea of the ground floor retail only being for selling stuff that is made here, you know, by... like I was just saying, but another thing you could do is you could use that to make money to fund other projects.”

“Oh, kind of like we would be the subsidizers of the...”

“I don’t necessarily think that the entire floor should be one shop. I think it can be divided up to suit different categories, and whether it’s a lawn shop or [inaudible] or subsidizing a little bit, at the end of the day, whatever is built, the ReBuilding Center needs to be able to pay for.”

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"What is the access to food in this neighborhood? – I'm talking about grocery food."

"New Seasons..."

"They're building one on MLK and Alberta. There's also Cherry Sprout, [inaudible] Market has some food."

"Cherry Sprout is actually great."

"But there's a lot of good grocery going here."

"I think that one tool you might want to consider in strengthening your connection with the community would be – and again it's out of the box – would be hiring a community health worker as part of the ReBuilding Center staff. And that could be someone that's trained specifically on education or has a community development focus. But having that person, or an organizer, I think a community health worker could be a better way to create a stronger connection to the community. And it's a wide range and I think where you're trying to really solicit what the community needs and wants, and also kind of that co-education piece, where you're finding out... you're both able to kind of tell the community what's going on here, the community is able to kind of tell you what you need. I think it creates a much more authentic community engagement. And it's an ongoing tool. But again, I don't know if it's... currently it's in the community health worker model but it's starting to get outside that realm – so there's community education advocates, there's... but they're really organized."

"Organized – that's the role that's coming back into our organization – as far as the title goes, and then engaging with community in a very like... a survey, we used to do a survey of every single household, you know, whether they responded or not, but they got the opportunity. Those kinds of things are really..."

"[Inaudible] because that what you're doing all the time, is going out there and finding out what's going on."

"And I think that's where we really need to... absolutely, I totally agree with you on that."

"And it's a tool that public projects are starting to use, but it's all kind of new."

"So, we've got a couple of minutes. I only heard one... I heard Mark say that really the low income housing thing was not something that you would necessarily promote, right? Or you know, as far as a priority."

"I would be excited for any of these pieces, including that, but I just think, asking ourselves how can we have the greatest strategic use of that space in order to engender the greatest impact in the community."

"And so I guess I just wanted to check in with the group to see if there were any other thoughts related to the housing piece. Because, again, this is going back to our board and it's going to help to inform some of their direction."

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"I feel the same way - that it might not be the most impactful use of space. And I feel even more that way about the hotel slash hostel idea."

"Are there any strings attached with the PDC feasibility... are there expectations?"

"You would have to ask Stephen that question."

"Yes. The expectation is to complete a feasibility study by end of June of 2017. And this is basically what we've shared with you. You've gotten in your packets and what I've sent to you is a two page version of - which I believe I called a one page description, but is in fact a two page description of the proposal that was approved by the PDC. A longer proposal - about an eight page proposal, but they approved."

"So they're not necessarily expecting housing as an outcome."

"No. Not at all. They're expecting us to do a community engagement and then to make a determination as to what things we actually want to explore from a feasibility standpoint and then actually do that feasibility study."

"Just to, given the fact that you've said that it could go to 64 feet, five levels - that's a lot of space. The first couple of levels could be intentional storefront - whether it's retail or not - with space above it where people might live or have offices. But as you go up, it seems like the top one or two levels could end up being affordable housing, if you're deciding to go that tall for maybe financial reasons. Because the more we have going on, the less the unit costs per square footage."

"Right, the further up you go, the more you've got going on. The square footage presumably drops, right? I mean if we were to just replace this, that would be the most expensive option, right? Yeah."

"So of the choices that have been presented..."

"And we didn't discuss sort of the conferencing space."

"It was kind of more like the gathering or the hub. It was a community space..."

"I'd argue for a mixed income housing. One because getting back to the whole community thing, right? Literally you're going to have some pretty good views from 65 feet up here. So if you can make some good rent off some..."

"And someone had suggested that the top floor be actually the community gathering space so to allow the community access to the view, because unless you have money to buy a condo or you have [inaudible] in an apartment, you don't get the view anymore. You get snuffed out. So if everybody gets to come up and have a meeting for free and see the view."

"And I don't know if you've been to the top of the EcoTrust building, but they have that outdoor space, outdoor fireplace, I mean if you had a mix of indoor and outdoor for up there, it'd be..."

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"Well we'll call that team back in when it comes to design. We've got to make sure what's happening and Bill, you will be a part of that team. And so we need to get some developer into one of these focus groups, you know?"

"That's what... I've got a couple in mind that I know reasonably well that I'll invite in – both on the reasonable side and the less reasonable side. And I know that Shawn knows exactly who I'm speaking of."

"And I would definitely suggest talking with ADPDX group because I know they have a set of recommendations that I have a feeling, this could be the home for some of those recommendations."

"One more suggestion – its doesn't have to do with space but the capacity that you already have that I think could be leveraged, even as this process is going on. This meeting process, focus process, is not typical in many areas and I think to help this type of communication occur with the decision making process, should be packaged and made available to organizations. Because I think that, there are not many places who will take the time to think and to talk."

"So, Stephen, do you want to close us out by..."

"Well, it's the election season. I don't have Drumpf on here, so don't worry. But we would love.... Have I got the seven things that we've discussed here? Okay. Can everybody just vote their top three?"

"That's cool. That's a cool idea."

"Anybody feel like starting?"

"Are you changing the low-income to mixed income? Or are you leaving it as low-income?"

"I'm leaving it as low-income but I've got under low-income, mixed-income, I've got that under that sheet, I've got that down as a suggestion. So we can just call this housing."

"I guess I'll go first. I like the makerspace, retail, housing and community or conferencing."

"That would be four."

"She's from Chicago."

"Dang it. Okay, so... retail, I'll take out makerspace because in my mind... no... okay, somebody else go."

"I'll take your turn because I want makerspace, I want retail and I want conferencing."

"Same for me."

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"Same for me."

"Conferencing is like community space?"

"Yeah."

"Yes."

"[Inaudible], organizing, conferencing."

"Can you write community under conferencing? Conferencing sounds so businessy."

"Sure. Yeah, it really does. You were so excited with the way we described it, then I put conferencing there."

"Can you put intentional retail?"

"I think that's great, actually."

"I was sort of just short..."

"And the same could be said for housing. Intentional housing."

"Katie, you had your choices?"

"Well then intentional got put before retail, so I changed it. I mean I definitely... child-care, community and housing."

"Bill, you already said yours?"

"Yep."

"I like maker, the housing and childcare."

"So the coworker space... is that the work and live space?"

"So that would be like small offices and, you know, creative office space. Sort of like, what's the place over on... I'm thinking of the place over on Sandy..."

"The something."

"The Patch! Something like Patch."

"So is the work/live space not up there? The live/work?"

"I think that if you wanted live/work then you would have the makerspace plus intentional housing... or hotel/hostel – one or the other."

"Okay so makerspace, housing and community."

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"I'll say makerspace, retail and... I can't choose between housing and the community space. I mean, I think... I feel like you've got to have both. I mean if you've got this much site and FAR and height, then housing seems like it has to play a component."

"Well, Kenechi still has a vote and you still have a vote. Do you want me to throw one in each? Like you each get a half? Okay, perfect."

"Or we could all get four votes."

"And we haven't really talked about the hostel/hotel, but there may be an opportunity, just for future discussion about if there is a housing component, facilitating allowing them to do some sort of short term rental. So if they do travel, I mean that's additional income for somebody – the whole Airbnb model and there's pluses and minuses to all that. But it's something that can be talked about. Especially if there's some sort of community kitchen component and..."

"Kristal?"

"Makerspace, retail and the conferencing."

"I think that's it! Thank you!"

"So, we are going to do this four more times, between now and August 8, and then in September, we're going to gather everybody back together plus everybody else that you want to come to sort of hear the results of what we've done and to get any final feedback. So we haven't fully designed it yet, but we'll probably take different topics and break people down into smaller groups and then sort of flesh things out. It should be a fun evening in September at some point. But, I just want to say one, thank you so much. This has been incredibly valuable for us, and I guess two, one last question which is, we're going to be doing this four more times this summer... are there suggestions that you have on how we might improve the process?"

"Cake."

"Cake and coffee!"

"I don't know if you did this because I was late, and I'm so sorry, but I think that to remind the group of what your values are, so we know the filter which through we need to be making our suggestions, because I think we can all propose what we think the best thing is, but we need to be going according to what your criteria for change is. So I would make that suggestion in terms of... because at the end of the day, these may be great spaces, great ideas, but if you're prioritizing equity, these may not be the ones you choose."

"Can you maybe start off by reading the mission statement of the organization? And we found that we did need a site plan. So maybe a site plan."

"Those are great suggestions."

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6/23/16

## FOCUS GROUP 2 – TRANSCRIPT

"Three words to describe a vision where people know each other, and are working together to benefit the community as a whole. So, with introductions... the head of the table?"

"My name's Kelly... Man, I guess the first word that popped into my mind was inclusive, and the second one was sharing, and the third one... I don't know a word for it but... maybe varied... Diverse. Maybe diverse."

"And did you say your name?"

"I did. I'm Kelly."

"I'm Ashley and I do communications and marketing at the ReBuilding Center. Three words... this word appears in our mission statement, the word "discover." Value and discover existing resources but I also feel like discovery is like something that happens in the warehouse. Like it can be fun to find things but also discovering things with each other and discovering things about one another. So discover is definitely one of them. Creativity or creatively maybe... working together to solve solutions in a creative way. And then something like listening... listening to one another."

"Thank you."

"My name's Dan [inaudible]. I volunteer and I used to work at [inaudible]. My three words... [inaudible] nonviolence, [inaudible] would be diversity and communication."

"My name is Shirley Minor and I work for the state, getting ready to retire. So three words that come to mind is I get very frustrated, and that's why I can't wait to retire and get busy. And it's really just doing and then the action for it in a completion. I feel like [inaudible] spend a lot of time discussing things, but we never seem to come to a [inaudible] conclusion."

"What's your word?"

"Doing. D-O-I-N-G. Action and completion."

"Sorry can you repeat the prompt one more time? Oh it's on there. Never mind."

"My name is Doug[inaudible] of [inaudible] deconstruction services here at the ReBuilding Center. I've been here for eight years. [Inaudible] I've been engaged, at least with this immediate block, for the past eight years. My three words would be sharing, caring and engaged."

"Thank you."

"I'm Doug Bennett, not to be confused with this guy here. I'm a volunteer here and I work with a lot of issues. I often come here for the village coalition meetings and my three words is a phrase: 'Circle the wagons.' And back when they circled the wagons,

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they didn't circle this group or this group. They all circled one circle because they all knew that they needed each other in case there was an attack."

"So, I'm Bryce and I'm a planner with metro and I've worked with the ReBuilding Center for a lot of years on various projects, and I was trying to push and help them accomplish their goals and their mission. I guess my three words are, the first one is restorative, because I think we've got some holes we've dug that we can certainly fill in in this area. Joyful is another one. And respectful."

"I'm Cori, I'm with Idealist Consulting. We're up the street and nobody really knows us in this area, so we're trying to be better neighbors. This sounds like a community that feels safe – I like the circling the wagons. Dynamic, because if you're all working together, you're able to solve problems more quickly. Problem solving – like you have more tools in your bucket... I don't know... Collaborative? Collaborative."

"My name's Joe, Joe Nun, and this neighborhood's pretty important to me because my mother is the creator of the Marie Smith Alzheimer Center up the street and my father is the cofounder of POIC Rosemary Anderson. Neither one of them wanted what they started named after them, because they knew their part. So for me, a couple of my words would be love over hate, justice and honesty. I'm a third generation teacher. I'm retired."

"I'm Angela Kramer. I'm been organizing and involved Eliot Neighborhood [inaudible] next door for the last eighteen years. And we did some courageous conversations with Linda. I have three words or concepts: Kind, because I believe if we begin with kindness, we connect, cross our differences and then [inaudible] friendly. Communities that really look at the whole thing as a piece involved in a whole system. And then conflict transformative, because if we don't get to know each other then we don't see the conflict. Now we're not really going to the heart of who we are that transforms."

"My name is [inaudible]. I'm one of the neighbors. I live here and I've been here in the neighborhood for about fifty years. And I've always been a communicator. I've always... since the ReBuilding Center's been here, it's been one of the keys for me to actually get to know a lot of the people that I don't know. I haven't involved myself with anything too much because I've got... I've been just kind of laying back and watching and learning. And I would like to share the things that I've learned with people that are sharing the things that they're learned. I think that we don't have that [inaudible], all we have to do is start [inaudible] together. And I think that we'll all get to know each other better and I think my words would be grow together. So that's what I would like to do. And be a part of the things that are coming about are things that have meaning to all of the people in the neighborhood – the new stuff and the old stuff. Because I don't think that a lot of things that have been happening has been sharing, because everyone's been so busy. I think just trying to get it together. And I think this is one of the very important times that we can get together with people that are all on the same page. And I want to be a better informed and better informer."

"I'm Patricia [inaudible] and I'm the manager of the North Portland Library on Killingsworth and I [inaudible] would probably get into [inaudible] but the first word on my list is respect, because... and respect of people in a way that's meaningful for them, not necessarily the way that's meaningful to you, but I think for a successful collaboration

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we have to have that. And along with that goes trust. And I think again, these are things that have been lacking in conversation, lacking in actions around here. And I think my third word, for some reason, is relax. It seems when people are working together well and they're really in community, it should be a situation where you can come and where you feel better and you can relax, and not a situation where you're tense. So, in a community, I think there's a safety that allows you to relax."

"[Inaudible] and I was born in Portland, and I shopped at ReBuilding Center when it used to be [inaudible] when it first opened, so I've been with this entity since its inception. One of the things that I find is integrity, and that's one of the things that's really made me come to the ReBuilding Center from the very beginning, because there's a lot of people who sold recycled goods... And the other things is, honoring diversity. Of all kinds – economic, race, [inaudible]."

"Dave Edwards, I bought a house in 1999 [inaudible] the tire swing field, getting all of our [inaudible] and shutters from Northwest Portland on 23<sup>rd</sup> and [inaudible]. I saw a moving truck and said, 'You can't move. Where are you moving to?' 'Mississippi and Fremont.' And I said, 'Yes!' So I'm a musician/writer/design builder/boat builder/calligraphist and I guess seeking peace, I find that you have some steps to get there and [inaudible] when you're listening, you can provide harmony and then you can create peace, so that's what I'm feeling."

"I'm [inaudible] the executive director of [inaudible]. I haven't been in this room for a few years, so it's nice to be back. I went to the ReBuilding Center the first time in Northwest Portland to volunteer the day it opened, but I was walking then so that was a long time ago. And I was on the board of the ReBuilding Center for a long time as treasurer. But I haven't been involved so it's really cool... This is like a vitamin pill to come back here and see this. This is a great crowd [inaudible].... Oh, my three words! I'm sorry! [inaudible] Equity, but I'm going to call it asset and financial equity, joy and urgency."

"Well, this is amazing because what you might find out or discover as you begin to generate ideas and also revisit suggestions that have been set forth, is that this vision for community that you have just shared here just this afternoon will find a way of working itself into some of the proposed ideas. So, you're going to find out that, [inaudible] and trust and integrity and respect, it's going to... we want to really look at all of the feedback and we're going to begin to associate those element in whatever is set forth and will be developed. So thank you very much for taking the time to engage in this ice-breaker. So we're going to go ahead and move directly into the stakeholder questions. And again, they should be on the flipside of your agenda on the right hand side. And Stephen will be charting this information and once we're done with a set of the focus groups, everyone will receive the feedback in a summarized format. First question... and before we begin, just quickly, how does this group want to respond. Do you want to do popcorn style... if you have something to say, let it emerge? Or would you like for it to be more formalized and recognition, or would you like to have it be a round table response. Is there any preference? Anything that doesn't work for anyone?"

"I like popcorn."

"Popcorn's good to me, too."

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"Okay, anybody else? If you have something to say, say it. And as a facilitator, I'll just make sure that everyone is having an opportunity to have their voice heard. And be mindful of that, because we do want to hear and we're going to come back... Stephen will tell you that in the next step, there will be an opportunity to expand on the ideas as well, further down the line. So, let's jump right in with: What do you already know about the ReBuilding Center's history, it's mission and it's impact in our community? What do you already know about what we're doing? Dave?"

"The PDC gave Janet Bauer a grant and she came up [inaudible] Mississippi Historic District target area for about a year, and first thing you need is an anchor business. And that's what the ReBuilding Center [inaudible]."

"Okay, so the ReBuilding Center is the perceived anchor."

"And Phillips [inaudible]."

"Anyone else? Charlotte?"

"So I used to come here for years, if I could find parking. Come here, look around, wait a few days to decide what I was going to buy, come back and get it. Now you can't find parking, if you don't [inaudible] and I know that what we pay for, because items can inflate [inaudible] support of social services [inaudible]."

"So you understand the mission, the full circle. Okay, so that's good to know."

"Well I'm going to say the part of the full circle, probably a lot of people don't know, is I run a restorative justice program called FreshStartPDX.com and the ReBuilding Center has been my partner for kids and families of POIC Rosemary Anderson, to do their restorative justice by doing community service right here. So another part of that is whenever I think about the things that I need in my house, it used to be that we'd [inaudible] hardware in the ReBuilding Center, but now we only think of the ReBuilding Center."

"Alright!"

"I'd like to know, since we're... the ReBuilding Center's going to be expanding, I think one of the major things that's going to need to be addressed is the parking. Because, like she said, there's no place to park."

"So we'll put that down as one of the underlying issues connected with this area that might affect the potential to succeed. So we can put that down, certainly, as an underlying issue that we're going to have to be mindful of. But what you're saying is that you remember what you know in the past, it was accessible. And the accessibility to the ReBuilding Center was easier or...?"

"It was a lot easier, and I know [inaudible] ever since the ReBuilding Center has been here, it's been more positive than negative. It's been a lot of awful good things that's been done because of the ReBuilding Center and I know a lot of people who have become successful because of the ReBuilding Center."

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"Positive impact! Thank you. Bryce?"

"So I think one of the things the ReBuilding Center's done in my mind is they help to build a brand around deconstruction and reused building materials that nobody else was successful at doing. And I think that, you know, twenty years ago if you mentioned deconstruction to a group of builder kind of folks, and maybe a few would raise their hand and say, 'I know what that is.' But now it's like a household word. I think that's a big accomplishment. And as far as our mission, as far as taking good, usable materials and returning them to the public, that's always been the part that I identify with the most. There's also been the Our United Villages piece, which I was never as familiar with. But to me it always felt like it was more about the building materials."

"I'm going to go back to the tradition that I think they really tap into – and this goes back to the mid 60's in San Francisco with the Cleveland Wrecking Company. And they had building parts for manufacturing houses [inaudible] and I think that's a great tradition [inaudible] pick that up."

"Did you capture that, Stephen?"

"No, I did not."

"History of the Cleveland Wrecking Company in San Francisco in the 60s – it's in that tradition that holds up. A nice synchronicity."

"I think one of the things too is that the ReBuilding Center is actually [inaudible] really worked with existing businesses in the community that have needed help. And to see that they [inaudible] sustainable [inaudible] that they can stay. [Inaudible]."

"You used the term beyond our own borders?"

"Well because before you were just a parking lot with some containers in it, and then [inaudible] cross the street [inaudible]."

"I'd like to think about both the economic and the inspirational ripples that this place has created. In terms of inspirational, I think all of the interns that I've seen come through this place for the past eight years have gone back to their own communities and taken a piece of this place with them to create something new there. And in terms of economic ripples, all the people I've seen work here over the years, and how they're living, plus better wages had an impact on this immediate community where they live. Let alone the fact that we sell reused materials for so much less than you could buy them elsewhere, which will give more money in your pockets to spend on other things locally. So I think it's had a huge impact in that regard."

"I'll throw in something. This place has never been a static vision. It's been an evolution that I think is reflected by what you're doing here. It's challenging what it could and should become next. I think it's the largest deconstruction and reused building place in the entire country, which is something to say. Also, it's incubated ideas both locally and [inaudible] in New Orleans in 2005 when we started a ReBuilding Center version in New Orleans that long ago, a couple years ago, so it's been a seed for a lot of new ideas [inaudible] from that seed."

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"Yeah, I remember it was in the Washington Post!"

"Well, if any other thoughts...?"

"I was just going to say the community legacy program, I got introduced, besides coming here to get an old door to turn into a desk at my house, is meeting you, Linda. Because in Eliot we were having an identity crisis with all the changes and Williams changing and just a lot of new people of course, and a lot of loss of historic people that have lived there a long time. So it was only because somebody said, 'Why don't you ask the community legacy program for some help? Because they do free consulting to help groups figure out what their identity is by going door to door.' So we came in and Linda was like, 'Yes! Of course we can help you! Even though you're next door.' So I think learning about the history of what's been done and just door to door canvassing, which I had kind of know about but really doing it with my team, changed our board, we now really act differently, and it's because of you – Because you welcomed us and I think that's important work that you're program does that maybe people don't know until they need you."

"And also that it was rooted in a desire to connect neighbors, that this whole thing started from a conversation of neighbors trying to address issues and realized that there was some miscommunications happening and just trying to bridge that gap and just like keeping that in the back of our heads. That's what motivated this place to become the scrappy [inaudible]."

"So what do you think of some of the underlying issues?"

"I think Cori..."

"I would just say, also, that it feeds a whole brand of Portland design aesthetic and the maker culture here in Portland. And it's becoming a design hub."

"So we just wanted to move into, I guess on some of these underlying issues that may be connected to North/Northeast Portland that might affect that ReBuilding Center's potential to succeed with a redevelopment plan. So, you know, on a personal level, professional level, both... What observations have you noticed that might have an impact on another piece of redevelopment in this area? What are some things for us to be mindful of?"

"Changing neighbors..."

"I mean we've already said, people can't find a place to park. And Mississippi, like Williams, has become so, you know, a 'now leasing' canyon with not just new businesses, but all these new residences. And I certainly think an issue of affordable housing, has changed the neighborhood and will continue. And I would love to see the ReBuilding Center be something to address that issue. That's like, I'm looking down and I've already circled that."

"Other thoughts about underlying issues? What are some of the underpinnings of just pulse of community thinking? Anything that you've heard? Anything you've seen?"

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"Last weekend, or the weekend before, the day of service, after talking to a bunch of homeowners in the area, they... a lot of them have spoke to the point that they just felt like they weren't welcomed. Or that's the sense that's created because all of these people were asking them if they're willing to sell their houses. So it's just to them they feel like they're being pushed out, and a lot of them could count on one hand how many neighbors they knew that were long-term homeowners. So I feel like that would be a really unwelcoming feeling, so I don't want that to happen."

"I'm really all time of angry because one of the greatest traits of Portland are the character of the neighborhoods, and all of the development is so [inaudible]."

"[Inaudible]."

"In terms of design?"

"Yeah."

"It used to be you could go to different neighborhood and see an overlap of different houses and things like this, but now you can go to a neighborhood and you pretty much... the new houses are all pretty much the same, regardless of what neighborhood you go in. Go can go in this neighborhood inner Northeast, outer Northeast, inner Southeast, North, and they're pretty much the same. They're cookie stamp, you know. Part of that is driven by the city, also but they are pretty much the same."

"What used to be some of our local stores and businesses have now become the condos. By the way, what's that going to be down by the end of the corner? Is that a condo? The big hole in the ground?"

"Where the big, deep hole is? Yeah, that and retails too."

"Are they going to put in parking?"

"[Inaudible]."

"The banks don't help that situation at all. They will fund an apartment building as long as it doesn't have any parking. It's going to be up to us to really start that, and my hope is when we get a new mayor in city hall, maybe we can have some influence there."

"I have a question: How many people here have seen, I think the program is called the United Colors of America. The one on Portland's hipster culture? But in fact by... has everybody seen this?"

"United Shades of America. [Inaudible] bell."

"You're almost in that episode."

"It's just I feel like that should be required view for people who want to understand what's happening in communities in this city. And it's just incredible to me when you said people coming up to you, asking you if you want to sell your house when there's no sign out. I've heard for years from friends of mine, [inaudible] mentioned there. It's just

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something... there's just something so disrespectful about that and it's also... it creates a lot of anger. But just in terms of tapping into a lot of feelings and issues that affects all of Portland, you know, folks need to go to CNN and go back in their.. well, I think they may still be re-airing it, I'm not sure... they are? They are. Well folks around the country have been calling and said, 'Have you seen that?' A woman from Detroit said, 'I didn't expect it to be that way,' but by the end of that show she said, 'I just felt so sad.' But I think it's because the same thing is happening around this country. I just want to interject that. That's a key viewing."

"So, Dennis, is there anything that comes to mind for you that you've observed and that might be an underlying issue related to this area in terms of redevelopment?"

"Well you guys pretty much said about parking. Parking been an issue because... [inaudible] so many people come over here and... we need parking. We need to be able to [inaudible]."

"I have a guy that come up to me and says, 'You know, there are more people coming into Portland every month that it's ever been in the history of Oregon. But no one is really addressed the issues with the city because it's not an issue with them. I mean the homeless people are in Portland too, and I don't think some of them that are out there don't want to be out there. And there's some out there that just don't care. So it's kind of a hard thing to ready for, and all of the new things that are coming. Meetings like this help people to understand what's really coming, because I don't think we've seen the impact yet.'"

"So Mike, the relationship between the city and the community, the people, the fact that in itself is an issue."

"Yeah. Go ahead."

"No, I was just going to say they just passed some ruling that they're going to be charging developers 1% on top of their [inaudible] fees for building [inaudible] construction in Portland and that will start in August. But I think the problem with that is large time developers just assimilate that into their building process. So it just means that now rents will be higher because those costs they're going to pass along to their tenants. Another problem there is too is that even if someone... someone just told me this, that the house they were living in, rent was very reasonable because the guy was just a fine landlord. However, he died and his wife and his son decided to get money to renovate the property. The bank told them flat out, 'You need to raise your rents because we cannot loan to you because you're not making enough money on the property.' So one of the issues, I think that really, maybe we could work with is working with banks which call themselves community banks, that they would be more akin to loan people money to do renovation and then be able to keep their rents affordable. Because this guy, he said his rent went up 120%, so he moved. And guess where he moved to? Astoria. Now the problem is, here this guy was a locksmith, a key... I mean one of these old guys, give any kind of key to him you wanted to, I mean a lock and he could make a key for it to open. Those kinds of people are gone forever, because now you can go to Lowes and make a key from a machine, they know nothing about the keys, nothing about the locks so very few people that can do that. So it makes the issue of taking the lock out, throw-

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ing it away and buying a new lockset. Now, in that self, it doesn't seem like that much but all of that cost is transferred onto tenants if there's a problem. Or is transferred onto the homeowner if there's a problem. So I just think one of the new things we can do as an entity is really work with banks to have, like you call yourself a community bank, then you need to be involved in the community in more ways than just giving grants out to people who do things, but really be a community force for the community."

"Joe?"

"So when I listen to this, it sounds like maybe one of the things that needs to happen in the neighborhood through the ReBuilding Center is to have some legal council for property issue. And I would suggest that Lewis and Clark loves to partner with many organizations and use their last year law students, interns. Possibly you could develop an internship for the law students. Perhaps that could be a partnership with an educational institution like POIC Rosemary Anderson."

"Yes that's true. Good to explore... I mean because we have an attorney, but I think what the suggestion to bring in that collaborative piece of it, maybe do some... you know, like the Lewis and Clark Law School, maybe there's some research or something out there as an innovation [inaudible] within the realm of [inaudible] that hasn't been explored yet, so."

"Another part that's added [inaudible] I'm sure there's neighbors who have old arrests that have no realization that when they go for a loan, that old arrest comes up on their record and they can't get the loan. So I think that an expungement clinic, which is one of the things I could help you with, needs to be done for neighbors and a way to bring them in and say that, 'You know, there's these little petty things that you forgot about twenty years ago can still be holding you back.'"

"It sounds like that could be one of our leveraging of assets we've got coming up. Dennis had his hand up, so Dennis then Shirley."

"[Inaudible] volunteer there, they have a gardening over there [inaudible] Park. If you look down at mid-park in that area, there's actually a community of people that are actually homeless, but they built a kind of community over there. I mean, I think the rent's getting high and I was born and raised in San Francisco and it's really high there, but you guys are starting to get up there in that area. So that's... another thing, you're saying that the developers, all they do is, you know, they pass the buck to the people that pay the rents and what it ends up doing is it ends up pushing people that can't afford it, push them out of there. We can't... some people don't want to be homeless, but they can't really afford to live in houses and everything with this general, saying about, you know, histories. You've got [inaudible] history issues there too that you see. So Lewis and Clark, they had a pro bono, I'm sure they have something like that that maybe could help us out, or help people out like that."

"Well I'll also tell you this, is we don't realize that the... when the state changes rules about how they're going to deal with crime and bringing people back into the culture. There's \$38 million in this city that the public defender and the courts and the police – they're splitting a hell of a lot of money. So I can't see why we can't go to the public

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defender and say, 'We need this.' They want to do expungement clinics in the neighborhood I just found out..."

"So is that a restorative justice piece?"

"Yes."

"Okay. Shirley?"

"So the reason I wanted to retire is because - and the reason I was looking for Joe, I've been thinking about it for three weeks - is because I want to get re-involved in that. We have to help people clean up their records so that they can feel self-sufficient and acquire jobs. Every time you talk about housing, the only way someone is going to be secure in a house is that you have to have a job. You have to pay for it, no matter what the situation is, no matter how low the rent is, you have to be able to pay for it. And if you can't get a job on any level because you have some nebulous record is ridiculous."

"A lot of people don't realize it."

"That's it - a lot of people don't realize that. So I wanted to go to something. So I've been bugging people for a few years now about something that I was just calling the Re-[inaudible] Program. And I'm not that creative, but copy what goes on in other cities. Reverend Flake out of New Jersey was the one who had the program out of there. We have the program going on here - a lot of people don't know about it. And what goes with it is that up to \$10,000 per year - they go by years, it started a couple years ago - you can have some things done in your home if you're 55 and older, and if you've been in a house for 25 years or more. So they've just done quite a bit of work in my dad's house. My dad is still in his family home that I was raised in, sits in a double lot, and we always get insulted with people stopping by all the time wanting to buy the house. I know they just want to put a big duplex on it. And every once and a while when I'm there, I love to be there. I try to be real nice to them and it ends in anger. I go, 'Get off the damn porch.' And I start trying to be just as nice to them and I go, 'Get off the porch. Do you see a for sale sign?' And he gets all that, you know. So now I'm leading to something else. I'm going back to Joel... and this is with the center, the Lewis and Clark center. One of my family members passed away a couple years ago and she had been living in this lovely house on Woodmont for a long time. I didn't realize until after her death, that she had one of those enforced mortgages... you know? The family members have to be aware of that. So when you're talking about that center, and they want the money as soon as the person passes away, they want the money. That was another house that went out of our family and we have to be aware of that."

"So raising community awareness against predatory... okay. Angela and then Patricia, please."

"So I was just thinking about the idea that you have, because what I've learned in the affordable housing work that I've done, is that if people don't have relationships with their siblings and someone dies - that house loses. So I almost think that a mediation or some kind of opportunity to keep that asset so that they continue to collect rent off of it and not lose it to a developer. So I think that kind of... the other is like there's this pref-

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erence policy for North/Northeast, so the city is trying to provide opportunities for that. I wonder if the center, this land could be used like the history connecting, but also a place to come back to to get an understanding of, 'Oh, there are opportunities.'"

"Well let's hold that thought because there is a... we want to get that down as a new idea and suggestion. So I want to just... before we move on, go ahead Rosaline, and I want to check in and see if Doug has anything that he wants to add as input."

"I'll just make it really short – on the first mortgage or anything else that seniors get involved in and maybe pass on, the problem is that even if the family could afford the house, if you have three or four siblings, one of those siblings has to be able to buy the house out from the other siblings. So the problem is, this goes back to the banks, the banks will not loan them a property because probably one of the siblings who wants to buy it does not have the credit rating or the amount down. So it's still comes back to the bank. We're controlled by the city and by the bank, and that's where the buck stops. So even though we make all these different rules and things, we really need to understand that unless the bank that says it's a community bank, behaves as a community bank, and the city behaves as a community city - supportive, it's not going to work. Because, [inaudible] those several families that had to sell their houses outside of [inaudible] so families could not come up and pay off all the siblings for the house unless they sold it, and that's why they get sold."

"Big underlying issues: Banks [inaudible]. Patricia?"

"I think I'm probably ready for the next phase."

"Okay, so you're up."

"Well I was just saying I have several of those same buyers that come by to my house to buy and I didn't put no advertisement. I told a couple of them, real nice, 'I'm not trying to sell my property and I've been working hard... I don't use nothing but recycled materials as a base.' But then he says, 'Well, you know there's a program that's already set into place for people that are trying to rebuild or even build, start to own their homes.' And so he said, 'There's a code you've got to know, and there's a code and there's already money there for people that are trying,' but he says, 'You've just got to know the code to get in, to be able to borrow money.' And I said, 'Well, what is the code?' And he said, 'You have to have someone else to do it.' So a little while later he came and dropped a letter, a packet off to my house and of the packet it said, 'A loan for you,' [inaudible] but I wouldn't get a dime of it. It would go to the guy that's going to call himself the [inaudible] home. And by the time they finish everything the way they want it, I don't own my home. I told him, I said, 'I didn't ask for a loan. I didn't even ask you to come here to buy my home. I've been getting stuff out of the drop boxes and stuff before you was even born.' [Inaudible] making it because I couldn't get a loan and I didn't qualify because I didn't have enough money in the bank. So the people that's already got two or three hundred thousand in the bank, they give it to them quick. And then some people that didn't have, you know, they didn't have two or three hundred thousand, but they had a little money in the bank. But it wasn't enough for them to qualify [inaudible] if we did take a loan, it was just enough to keep you in debt. I mean there was not real progress for us, for a person unless you were already, you didn't need it."

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But they'll [inaudible] all you want."

"So these are issues that you feel like, until we address, you know, if the ReBuilding Center is thinking about redevelopment, we would need to demonstrate that we are helping to address these issues, otherwise it would have an impact on... you're building up but hey, what about the rest of us? Got it."

"And I have an idea for the space."

"Okay, we're going to get to that, we're going to get to that."

"I was going to say... just one little thing, you know like, my wife and I, we've been babysitting my great granddaughter. So my granddaughter, she came and she parked the car, you know, there's no place to park anymore. And it was during the better time of day and my daughter, she parked up in my own driveway and the patrol came by and gave her a ticket for \$80 because she had parked up in my driveway just to drop the baby off. It's like she was waiting for her, you know, and they gave her a big old ticket and said, 'Well, I got a ticket.' I said, 'A ticket for what?' She said, 'A ticket for parking in your driveway.' Because they said it was a... I don't know what you call it, something... but it was just really rude and stupid to me. So she said, 'Well, I'm going to pay it.' So we just paid the ticket and so now I see them, they've started to do it again. They're coming in random times and catching people that have turned around, saying, 'You're parking here on left side. You're parked the wrong way.' You come back, you've got a \$150 ticket on you car just from stopping and drop... you know, you might not have been there for five minutes and it's just terrible for the people that already live there. And it's not..."

"I think we're going to be putting a big underscore under the parking piece. I can see that that has been. So before I move us on, I want to check in with Doug, check in with Kelly about any thoughts around underlying issues before we move into talking about recognizing what are the key assets that the ReBuilding Center has that we can, you know, leverage to address these issues. So Kelly and Doug, do you have any thoughts?"

"Recently, I've been hunting for a home and I qualified for a loan. And one of the things I found is the online real estate companies are claiming that houses are in foreclosure that are not. So they're advertising people's homes as being in foreclosure to draw customers to their site, and then they contact these people and they go, 'What?' And so it's real estate companies that are doing a lot of this, sending people the wrong way. And then the second thing, and this is something I was going to try and find time to meet with Stephen about, is there is a auction, government auction that you can buy homes that are foreclosed, but you have to be a non-profit to bid. And I was hoping that he would take a look at that and maybe use the ReBuilding Center to buy up homes that go in foreclosure in a neighborhood."

"That seems like an idea down the line. We'll make sure that gets included. Kelly?"

"I guess just on the parking one, that's a big... I'm in North Portland as well and it's like the top issue in the neighborhood and I struggle with that one because Portland's sustainability plan is what these developers are following and they're panning for a city

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that is denser and that has transit, mass transit, more sustainable ways of moving but that's only one term of sustainability as Stephen mentioned. So I'd be curious to know if there are other cities that are developing that are somehow creating that, supporting that mass transit while at the same time making it sustainable for people who are already in the neighborhood to have their parking. I just don't know... I just would like to know if there's some, there has to be somebody out there who's done this and hopefully done it better than how we're doing it. And I guess I would just say to be successful I would want to know what's out there. Has anybody been through this who's kept that sustainability for the people as well as they move towards a denser... I just kind of want to know. I like seeing what other cities have done, and if there's something out there, I would like to learn about it."

"Could I add just one little piece to the parking? It's the traffic. Like I talked to some of the folks that weekend during the day of service and they said that traffic was a huge issue. One homeowner lived off Alberta and they said that it was... they have had several cars hit and run and that's not acceptable [inaudible] more pollution from the traffic."

"So, now we know that you've... I'm going to refer as to the site map that Stephen has printed off. This is a portion of the building that we're talking about redeveloping. So this is... we know that overall the organization has its assets of the entire... you know, our warehouses, the lumber yard, we have the materials inside these warehouses, we have the resource of people, our staff, you know, we're working in community. So thinking about that and the assets that we have, how do you think we could best leverage those assets for the benefit of the community? And to it that it would address these very issues that you're talking about. So I know you've had a burning..."

"What's interesting is I keep hearing, 'Well there's a program that nobody knows about it.' So if people don't know about it, it virtually doesn't exist. And I think you have space here for training and you could use this area to do very specific training to people to let them know what kind of resources are available for homeowners, whatever they are, that seems to be key. I mean, there's a lot that needs to be done but people don't even know what's available now. Training center."

"And I think city stakeholders ought to be part of that so we can [inaudible]."

"That's where I was going. There's a program called, no there's a building called APEX down on 11<sup>th</sup>. I don't know if any of you've been in there. Have you been in there? So when you go in there, you'll be amazed at what goes on in that building and the different skills [inaudible] rent small spaces [inaudible]. They even have, there's an instructor who's taught a group of young ladies from SEI how to do woodworking - they built a canoe. So one of the problems is... oh is it ADX?"

"Yeah, I'm a member there."

"Oh okay. Well what is it? Is it a [inaudible]? And I've been in there a few times and I look in amazement. I go, 'I wish we had that in our community.' Because what you need is space and the idea is to try and teach young people, or anybody, people like me, my age group, certain skills that you can use to help fix up your homes, so you're not always having to hire someone to do it. A lot of times you hire someone and they don't

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have the skills anyway – they just rip you off. So I would love to see something like that...”

“As part of the training component.”

“[Inaudible] tools, instruction.”

“That’s it.”

“[Inaudible] want to explain more about it? No?”

“I’m a totally different topic, so.”

“Okay, you mean other than leveraging the assets?”

“No, I just wanted to add an asset concept which is that, I feel like this organization is a bridge organization and that it’s all about... I mean what you do is bridge communities. So you’re taking things that people don’t want anymore and finding the people that want them and you’re bridging this influx of people who aren’t from this community and still trying to represent the people who are sustaining the community. And so it seems natural that whatever you guys are creating is going to continue to bridge communities and resources.”

“Thank you. So I mean if people want to know, the ADX... it’s a hub for... it goes into the training aspect, you know, and it’s a variety of things that would take place but Dave, do you want to do like a one sentence description? You can go ahead and do that now.”

“It’s a membership cooperative metal shop, wood shop, there are teachers of several skills. Peter taught twelve women how to build a four person lapstrake Scottish ocean rowboat. They’ve built several of them already.”

“And I think that that’s enough to research, google it and we’re going to have this included in feedback as well, but we are familiar with that hub. So the important thing is it’s been recommended as a model to look at for inclusion in the training. So thank you very much. Any... Angela?”

“So I was thinking this could be a community development hub because the problem is gentrification is considered like a fact of life, and it isn’t. It’s a choice in this community, this street because it’s maintained some of its relationship. It’s like a model of how you shouldn’t let gentrification ruin you, right? SEI, all the other things that are here, so what if this building had more of a... you can come here to get your house affordable housing material, you can come and get your credit fixed, you can... really you can walk in and get some help. And then you could also use the parking as a problem as a solution because I know over in Northwest Portland... in Eliot we have a big problem with the Blazers, we get 850 people come in and park [inaudible] and jump on the street car, there’s no, you know, restrictions except where the city put out, [inaudible] these things but they make money off of it. And I said, ‘Well, this isn’t really fair that over in Northwest they have \$500,000 they get in the Northwest industrial district [inaudible] money and they can use it for community development. So what if this were like a hub where you collected... if you’re going to have permits to collect the money, you get a portion of

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it and do community development. And then you figure out if you want to build a parking structure for visitors because you can actually finance it, you know, with the money from the parking [inaudible] is charging. Anyways, that's my..."

"And I'm thinking that the ideas that have just been shared right now, you know, about leveraging our assets. We have the space, we have materials that are generating some revenue, and the staff to look at development of expansion. But, it's all tying into like some of these ideas that you see on your page, and thinking about the suggestions already, how do you feel about these? And some of them may have already been translated in the ideas you just shared in your [inaudible]. But what do you think about the community co-working office space? Are there any particular thoughts that you have about these specific suggestions... Industrial makerspace – the opportunity to learn skills and trades, so that would tie in. The ground floor retail, the neighborhood hotel/hostel, low-income or mixed income housing, and then the community events and conferencing facilities. What are your thoughts around that and you can just... we want to go in a sequence here so anyone have any thoughts or, you know, maybe concerns around having part of what might be proposed be a coworking space."

"I think it's a good idea. Keep in mind that in the renovation of Lloyd Mall, they're going to have that. There's will probably more expensive or whatever... I don't know. Just in terms of urgency, I think this is a great idea – there may be other things that are more urgent than this."

"Okay, fair enough."

"It could be connected to the development of people's careers and stuff... if you could connect it more to, like there's a food incubation that - it's really close - if you could make it related to innovation of food, then people could start their own business, right? So, because there's the ice cream sandwiches... that person? So she's got a brick and mortar over here, but she started as a small business. So maybe it could be connected to the neighborhood and what people care about, what they're good at [inaudible] turn that into a long-term wealth creation for the family [inaudible]."

"Shirley and Rosaline?"

"So I was just trying to go down to the basics as I get older, and that is having a roof over your head, food and a vehicle that runs consistently. So, in terms of the vehicle - when I was very young, I was taught how to do tune ups. I had a walking partner and we were over by Jefferson. Jefferson has this great little brick building that has four or five bays they use to teach auto mechanics, and I think..."

"I think at Benson they used to do that too."

"Yeah, but it's just that that building is sitting there. Nobody's doing anything with it, so you're familiar with it [inaudible]."

"So you're proposing it as a co-working space?"

"Yup."

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"Or makerspace. That sounds more like the makerspace."

"Well that's what I'm wondering – Shirley, where would you want to see it go... into the identification as an industrial makerspace? Or as a community co-working office space?"

"[Inaudible] office space. It's more training individuals to work on cars. And I mean there's that building sitting there, the school district owns it..."

"Rosaline?"

"I think that there needs to be daycare for employees, you know, for the employees that could work that can't work because they can't afford daycare."

"An affordable daycare."

"Good luck."

"I know, it would have to be subsidized, but..."

"[Inaudible] if you're going to have daycare here that would be affordable, so I don't assume that you're..."

"Because we're tying it back into the mission, vision of the ReBuilding Center."

"And especially if it's going to employee based or volunteer based day care, I think that it really makes it hard for people to be able to either volunteer on a regular basis or to be able to work here [inaudible] not having daycare. Especially single parents who couldn't [inaudible]. So even parents who share custody of their children to be able to have daycare."

"Okay. So, how about the industrial makerspace? Doug, did you want to..."

"No, I'm only [inaudible]."

"Okay, you know what? We don't have to go into the sequence..."

"Makerspaces can be so many different things. I didn't think of it at the level of auto-mechanics but, I mean, this is a concept you hear [inaudible] So in on my top three it would be like makerspace, ground floor retail for those who have businesses to [inaudible], and the housing. That's it."

"So I'm down at a community event meeting on conferencing and I keep thinking... before we said use this place as a bridge, and in just the eight years I've been here and the few years I was visiting this neighborhood before I started working here, obviously this place has changed radically. It doesn't look anything like what it used to. Now people that live here many years do not. It's changed in enormous ways, and I keep thinking to use this place as a bridge and somehow bridging the newcomers who have come in and gentrified this place, the renters who are living in those expensive flats across the street in in [inaudible] and somehow integrate them into the community so they

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can meet the long standing folks who have lived here. So together they can put heads together to come up with [inaudible] neighborhood projects that improve everybody's life and everybody's engagement, and to employ this place, this space, [inaudible] this room, but use that as the bridge, bridging these people together. The older-timers, the newcomers – we all live here now, you've got to find a way to see this become a better place, a better neighborhood."

"Thank you. And so this, Doug, as this is under the community gathering space, but their suggestion was that we continue in the sequence. Are you alright with that? So we can kind of move through getting a little bit of feedback on each one of these? Okay, so Bryce?"

"So are we still on makerspace? Okay, great. I think my experience with ADX has been a good one. What I like about them is they've been able to use that for more than you just think of, like, 'oh you can learn to weld or build something out of wood,' you can take a class on how to build a tiny house on wheels. So there's that leveraging that that sort of space, you could get as well. I think it meshes really well with the ReBuilding Center's work with building materials – to have a place where you can learn how to... for instance, if I buy a door from the door rack and it doesn't have a frame around it, there's... I can count on one hand or maybe one finger the number of places that I could take it to and I could build a frame around that... there aren't a lot, so you might need to learn how to do that yourself."

"Thank you. Any other thoughts on the makerspace?"

"The Bike Farm is a very good example. I take a lot of people that are homeless up there and it's a cooperative where everybody shares tools, it's not far from here either, down on... right off of Martin Luther King."

"So is the suggestion to utilize a makerspace to work on bikes?"

"Yes. That's one thing that could be done, but that would fit in with an example of how to use the automotive... the bike farm would make a good example for automotive offering."

"Okay. Joe and then Shirley? Okay, so Joe?"

"So I think a connection to a lot of these... makerspace of course is a code word now and in the public school system as of a few years ago, but [inaudible] now. We're already seeing inequity between Franklin High School being built and Roosevelt's makerspace being built.... three times larger than the other, 'Oh it was just about money.' So, you know, our neighborhood doesn't want to see those kind of inequities so I would think... let's not just... just think the [inaudible], think about those bays where you can fix cars over by Jefferson, you talked about the Bike Farm - another community asset you have is the Community Cycling Center, which actually creates... if you want to build your own bike, they can put you in a program and then once you volunteer your hours and you build your bike, now you can go through the charter program to get a license to be a qualified bike mechanic, which is usable... that license is usable in anyplace in Oregon and Washington from what I understand. So I think there's a way to connect these –

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you've already developed some ideas up here that could make money to lease or rent the space out. And other part of that is educators – there's a group of us who are business people and educators. We did this all as volunteers and we're not going to start a non-profit yet, but we're looking at taking the old AYOS School, we don't want to see it become a condo, we want to see it become a STEM education space."

"Where is that?"

"The AYOS building? So we're working with United Funds and trying to use tax credits... So we're looking at taking that and creating a STEM center, which can do any of these things we've talked about. We've already talked to Steph about being a partner in this area because we have an area there that could be a makerspace, but this is more [inaudible] set up for it [inaudible] community organization. So we've been meeting for about a year and a half and there's a lot of people in the city who are part of this. Many of us in the African American community are retired professionals, and we're trying to work with the department of education and state... We've got our first grant of \$28,000 to look at feasibility for the building.... The hard part would be moving somebody who's had the building for a long time and knows what it's worth."

"But that is a great example of how the makerspace can be used here, especially with our refined workshop."

"And we're looks at using the way it is, existing right now, we've already talked to the city about what could we use, what's not usable because it's in bad shape, and then within a few years we're talking about making a four story school/education/parent community center."

"And if you want to find out more about that, you can check in with Joe and he can really give you more details about those plans afterwards."

"So I think just the energy between these two organizations doing those things could change the whole neighborhood."

"So, I know I'm the one who said go down the list, but I'm also the one who ... remember, you were saying 1:00, not 1:30. So I think maybe we do need to just look at the ones that people really want to talk about."

"Right, okay so I want to check in with Kelly, because she hasn't had a..."

"I was just thinking of Boise/Eliot... schools are often the heart of the community but I don't know if they have a woodshop there or need more space for activities like that, but it would be nice to connect with the school as part of the community, and if we are jumping around, the affordable housing... speaking of Boise/Eliot and all of the kids that are having to come in from far out Portland and I don't know if they're... if it would be exclusive to give preference in affordable housing to people who were already here and had to leave to bring back and restore their place here. But I guess in terms of affordable housing, it might be interesting to have a preference for folks who lived here and whose kids are still going here."

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"Anyone else, Cory? Anyone else who hasn't had much...."

"I mean I had a general comment, just about makerspace ideas that it is sort of on trend in this neighborhood, also, just like Tillicum is all artisans building up in sort of this reinvention and boom of Portland makers and bring back that like industrial fabrication piece that you can use a makerspace that also has an outreach program to build in current residents... I mean that seems like an opportunity – that they have a place to go. They can become, you know, ceramicists or fabricators..."

"Yeah, that's what I was kind of hearing. I think that's resonating."

"I think this space is something we all [inaudible]"

"So, on that note... okay... a resource idea?"

"Two resources... there is a group of individuals that travel every month to a location – they fix things for free, like your...."

"Repair PDX."

"Yes! Now I have a resource, so I was looking up a few... I was in [inaudible] [inaudible] three weeks ago - it was an excellent program that occurred. Guess who I met? Henry Kaiser's grandson. Has anybody met him? He lives here in Portland, he's got resources, he gave me his business card. So I've just been waiting for a good reason to call him up."

"Okay! Yeah!"

"He's got money. And assets."

"So let's go ahead then and start doing our votes of choice. I just want to respect the 1:00 time, but you certainly are welcome to linger after 1:00 if you want to speak with each other, I just want to provide the opportunity for people to close. So thinking in terms of the community co-working space or the industrial makerspace, the ground floor retail description - because you have these descriptions in front of you - the neighborhood hotel/hostel, the low income/mixed home/housing and the gathering space. What would be your vote? Your top three choices? Let's start with you, [inaudible], which ones stand out for you? Your top three of, you know, on the list of... so, office – you know, the coworking office space we were talking about, makerspace, having the retail shops, like looking at how we might bring some of the businesses that have been displaced, provide an accessible place for them to come back, the community gathering space, and child care. Three votes, and do you want us to come back to you?"

"I don't know, I'll just say housing, and the community space and child care."

"Thank you."

"Industrial makerspace, ground floor retail with preference for displaced businesses, and the low income housing."

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"Thank you."

"So can you vote all three in one?"

"If you want to."

"I put two for childcare and I put one for makerspace. And I'll just say one thing real quick about retail space... back in the other building, you have plenty of room for retail space there that's not being used adequately, I should say. So I think if you can put retail space, that could be moved back in like against the windows there and other areas can be... and it only needs to be a hundred square feet for a starter business. If they become very successful they can move out and [inaudible] keep it so that business can rotate in and move up and not just sit there and stay because they're making good money..."

"That's a great idea."

"So what's the difference between hotel/hostel and housing?"

"Well, the idea was that we would have a floor or two above us for, you know, either hostel... sort of hostel or hotel space that might compliment the community gathering space or conferencing facility, because we get so many international visitors..."

"That's not housing?"

"No, it's not. In our last focus group, there was this idea that you, as sort of a continuum of sort of an artist in residence – where they come and then they learn about using re-salvaged materials and they stay here and engage with the community, and sort of all that as a continuum and that would all be a part of that."

"Okay, when I saw housing when I was voting, I'm voting on permanent housing."

"Understood. That was clear."

"Dave, do you have some choices?"

"Yeah it's just between hotel/hostel and housing or [inaudible], but makerspace and childcare and one of those others."

"Also, the hotel/hostel could be used... if you're a homeless person who wanted to work at the ReBuilding Center but did not have a place to live, that's [inaudible] for a short term."

"[Inaudible]."

"Quickly, I'm seeing an opportunity to merge three of these together, and that's the makerspace, ground floor retail and community space by going up... just a reflection on how valuable this property is in comparison to what it was purchased for in the late 1990s, it's just extraordinary. So, what of the practical realities with [inaudible] and

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ADX, this is no secret, she talks about, but we've been [inaudible] when she started that, it was a micro [inaudible] and look what it's become. But she leases the space, she rents the space and that's where her vulnerability is long term. [Inaudible] have better use for that space now, not makerspace that this is owned by OUV is..."

"No one thought that was a viable business model either, but she turned it into that."

"So extending this old space to be able to do that creates some [inaudible]."

"Alright. Thank you. Kelly?"

"Housing, and makerspace and I guess I.... community gathering space, but for me it fuses with – some people were talking about having those resources for people in that gathering space to learn about loans or whatever issues they're having to have that there."

"Same with me – exactly. The community gathering space I'm imagining as, so the thing like Joe was talking about with like, offering legal services and resources. If that's what that means then I'm all for the gathering space, but the description here... it's just a little bit vague."

"So, gathering space, what else? What are your other two votes?"

"Makerspace and housing."

"Let me just mention something that came up in our focus group on Tuesday, which was the idea that we would hire a community health worker. So I don't know how many of you are familiar with the concept of community health worker, but they connect people with the resources in the community that they need to be healthy. This would be sort of that concept it seems to me, what you were talking about Joe. And this is somebody who understands what those resources are out there and connects people to those resources that they need in order to survive and/or thrive in our community. And I just wanted to add one other thing, sort of parenthetically, if we could go back to our mission, which is to inspire others to value and discover existing resources to enhance the social environment and fabric of community, and so connecting people – those are existing resources that are out there, but people don't know about them. There are half a dozen programs that were created to resolve the housing crisis that led to the great recession that were virtually never tapped into because they were created but then. So anyway..."

"So [inaudible], what were your top three?"

"My top three? Where's the parking area? Would that be makerspace?"

"We need to add parking."

"But that's going to get everybody's vote."

"A parking structure isn't very interesting by itself."

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"Affordable housing and then also hotel/hostel. [Inaudible] homeless person that actually just wants to barter stuff [inaudible]."

"Yeah, the parking would be addressed as an issue to address in whatever we did in this building so, but thank you, it's very... we can keep moving. Shirley, your top three?"

"Thank you Ross, for childcare. And then community gathering space, if it has a garden space. And then makerspace."

"Makerspace, got it."

"The hotel/hostel, housing and community gathering space."

"Thank you."

"Two for housing and one for hotel/hostel."

"Okay."

"The ground floor, makerspace a combination of kind of the ground floor retail along with the community event piece. A lot of community event spaces aren't used all the time – I mean it might be once or twice a week and it seems like it would be a shame just to use it only for that. So maybe there's a piece for retail in there too, in a combo. And then fill up everything above that, as far as you can go, with housing. Okay so makerspace, permanent housing, community gathering space combo with retail."

"One half retail?"

"Yeah."

"What's the zoning?"

"Okay, hang on. Zoe?"

"I like the mixed use space that was proposed previously, I don't remember... it was sort of a combo of..."

"Community space, makerspace and...."

"I think y'all are just negotiating."

"I think what we're talking about is just what we want to see in the community gathering space, but the issue is they're saying we want the community gathering space."

"Hotel, community, childcare. How about that?"

"Thank you. And what will happen, is this could all change with the name, the titles, based on your input. The combinations of putting things together, excellent! But, you know, this is in place for helping to inform our board about, you know, the possibility of

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where [inaudible] of feasibility study, you know, comprehensively. So this is really valuable on the front end. So you will be able to see how it evolves down the line [inaudible]."

"Is the zoning appropriate for any changes?"

"Everything that's in here is appropriate. We're good."

"So my choices would be makerspace, retail, community gathering space."

"So makerspace, and housing, and then have a community development hub in the community [inaudible] childcare."

"[Inaudible]."

"So we've recorded all of this, Doug's been taking notes, we've got this. So I understand that, you know, what people are seeking here... there's a lot of hybrid stuff in there and we will do our best to capture the gist of what you're saying rather than the specific votes. I'm not exactly sure how we're going to craft this document of these five focus groups, but we'll figure this out. But what I wanted to tell you is just share with you the process. So we've got two more focus groups in July, we've got a third focus group in early August, and then we're going to ask everybody to come back together in late September. And we're going to present what we found. And we will ask for small groups to break out and flesh out some of the key ideas that will have emerged from all of this as the final part of that community process. What I think... I'm sort of thinking as I'm going here, but what I'm thinking I would like to do is really have a draft of a report on the five focus groups, send that out to people prior to that meeting in September."

"Some people did not, if you did not receive the initial invite but you're here and we don't have your email, please make sure that we have them."

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## RBC FOCUS GROUP TRANSCRIPT 3

7/20

"Thank you all for coming. We are really excited about the opportunities that we have at the ReBuilding Center and as an organization that is deeply rooted in community, anything that we do we sort of feel a compelling need to consult with our community to do that. So we're holding a series of five different focus groups, and this is the third focus group to gather your input about some of the ideas that we've put forth and to also uncover ideas that we haven't thought of yet as well. And the first two focus groups, we really accomplished that: we've come up with a lot of really new ideas. So we're really excited about this evening. We're really glad that you could be here - we couldn't do this work without you. You know, we have 2000 plus volunteers every year at the ReBuilding Center and we can't do our work without our volunteers and you're volunteering tonight, so we're really deeply appreciative that you're coming out here tonight. So thank you very much. I just want to explain really quickly what our process is: what we're doing is that..."

"But we can introduce ourselves before... So, who are you?"

"Okay - I've forgot the protocol! I've forgot since the first two and I've actually been in class all week long, so I'm a little out of touch. I'm Stephen Reichard and I'm the director at the ReBuilding Center."

"And also part of our team tonight is Graham, who is helping us by tracking, taking notes and helping to transcribe them so that we can provide the report back to you. And I'm Linda Hunter and the current manager of the Community Outreach Program. Thank you, Stephen. Continue."

"So anyway... after we've, so we have two more focus groups - one next week and one on August 8<sup>th</sup> - we're then going to take the entirety of what we've learned and we're going to prepare a publication from it, an electronic publication, which we then will share back out with the community. It will consist of the transcripts from each one of these focus groups, notes from each one of these focus groups and then a synthesis of what we've learned from each one of these focus groups. And then sometime in late September/early October, we're going to reconvene everybody as well as others who didn't get a chance to meet and in an effort to... we'll focus in on certain areas where we're seeking deeper learning and we'll break up into small groups during that meeting to really refine what we've learned and then produce a final report. So this is really critical what you're doing and we're really, really appreciative of it, so thank you."

"And, so I'm going to ask, and make sure that I have too, that you silence your cell phones and if you need to have a conversation actually you can step outside - there's a little lobby area here. The restroom, as you can see on that door, is straight through there, men to the left and women's straight ahead. And the building, for those of you who have not been here, this is the old Albina Youth Opportunity School, one of the first alternative schools in the city, long-term. Rance Spruill is the executive director. So we're able to use this space, which will be transitioned into another great educational endeavor. But this is where we are tonight, the historic AYOS building. There's - so you know what's inside your packet - you have the agenda on the right side, but on the flip

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side of the agenda you will find the stakeholder questions that we're going to be going through this evening and also a simple little icebreaker. And also, behind that, you will find the program description that Stephen sent out earlier of the email. So some people may want to reference back to that, talking about our property description and the feasibility study. And then there's also a map that just kind of gives you a visual of the space that we're talking about, which is the brick building. The admin building with the flat roof - that is the space that is mapped out there. On the left side, I'm really pleased to announce our brand new brochures for our departments that our communications person actually just finished up. And so I want you to take the packet home before you just recycle it and check out the deconstruction services, volunteer services, and you have the new little brochure for the ReBuilding Center, which is really nifty that people put in their pockets. And then you also should have a gift card on the right hand side of your pockets, so stick your hand down in there if it dropped down in there: there will be a gift certificate in an envelope there. So that's what's inside your packet. Okay, so let's go ahead and get started with finding out who else is in this room through a simple little introduction, where I would ask you to take a few moments and ask you to imagine a community where people know each other and are working together to benefit the community as a whole. Please use three words to describe this vision. And I know people will be... some people will want to do a whole phrase, but just three words that bubble up to the top about envisioning a community that benefits, you know, everyone there. And these words we will use and see how they tie back in to your suggestions related to ideas for redevelopment later on. So, would you like to begin by saying your name and three words?"

"My name is Courtney Geary and three words that I would like to see for community - engagement, communication and open mindedness."

"I'm Kay Newell, I own Sunlan Lighting and mine would be 'Hello, neighbor! Welcome!'"  
 "My name is Ben Gates and three words that come to mind are inclusive, involved and innovative."

"I'm John Tyler and the three words that I thought of are respect, support and care."

"One of mine so I'm trying to think of... I guess I can repeat. My name is Judith Maury and I would say inclusive, courageous and transformative."

"Karl Colton - knowledgeable, open and patient."

"My name's Tory Campbell and I'm representing the Portland Development Commission. I think the words that come to mind would be messy, sacrifice and thoughtful."

"Thank you very much. We're going to put these on the wall and just see how some of the ideas can get [inaudible] articulating these vision pieces. So one of the things that I know that our board of the ReBuilding Center want us to do and, you know, having this community engagement process, was to really think about, before even launching a feasibility study, what does the community already know about the ReBuilding Center and services and program? That will help gauge direction, so it is important to tap into that current knowledge. So I would like to start by asking to just share what you know already about the ReBuilding Center's history, its mission and its impact in our community."

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And if you're not aware of anything, you can say, 'I'm not aware,' but this is just about a starting point."

"So I guess your question implies a couple of things: One, that we are the community. And the other question is, how are you defining community? Because I would say that I probably belong to at least three different communities that are actively engaged in this geographic area."

"And I'm thinking about the larger scope of Portland when the ReBuilding Center... Well when Our United Villages, the non-profit parent company, you know, was founded, and we began doing work it was never with the intention that it would solely focus its services in just one neighborhood. And so that's how it started out, but I think in terms of community here, we are talking about the Portland community or you want to keep to N/NE community. I think that's what... my understanding is that we want to know, when we're talking about community – impact in the community – we've been more than just N/NE Portland. So..."

"I heard you focusing in on geography. So you've got geographic community, you've got ethnic community, political community, business... so when I speak of communities, those are kind of inclusive in my thinking, and I think that probably in that list or that group, you probably want to appeal to all. There's some that you really want to focus on that you think are more important."

"Well why don't you just share with what you know already about any impact in any of the communities that you..."

"You just got it. You just got my entire basis of..."

"So political was one of them..."

"Do you mean specific impacts by the ReBuilding Center work?"

"Yes. What do you know about the ReBuilding Center's history, mission and impact in our community?"

"So you've got political community, you've got ethnic communities... so that's probably the one that creates the most interest for folks and most political issues and turmoil and so forth – are kind of the various ethnic communities and how they're impacted by the economic community that's here and that changes. But that will be another..."

"So are you aware of any... you know, do you have any thoughts about any impact we've had in these areas? Are you aware of any work that we've done?"

"No. I'm not. I'm not aware of any work that you've done that has impacted the various... other than, I would say, your presence here. I think your presence here has been interesting and has add an interesting dynamic to Mississippi Avenue. And I think it ties in closely with some of the issues or areas that the city wants to focus on. It taps into a particular culture that Portland is trying to grow and wants to cater to and so forth. So I think it does all of that, but the specifics I couldn't..."

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"Okay that's good, because this is your perspective. It's not here to be debated, so anyone else have... yes, John?"

"So it's a big question because it covers a lot of different things. But I want to talk about the impacts in our community and it just... speaking specifically about some of the things that I know that the Rebuilding Center does. For example, this weekend I saw two gentlemen who were coming and picking up building materials that they were going to then use to build tiny homes that would house homeless people. And I believe that the cost for those building materials was free to them, right?"

"Yes."

"So there's, you know, a willingness to engage, and support and care for people that may be economically challenged. I know that other times when I've just been a customer and I... you know, you get a white sheet that then... the item gets priced and it's clear to me that when people come in that are economically challenged, there's a very generous sliding scale of pricing of the items that are being offered for sale. So I just really appreciate how it's clear that people that are working there are trying to fill a need for the people that are coming to get the building supplies. So it's not just about money, but what are you really trying to do... is it the door hardware that you need? Or, you know. So they kind of go through it mechanically what is it that's going to work, but then when it comes to the pricing, it's clearly a sliding scale. And I like that sense of justice."

"Thank you."

"I guess the other thing that I know you're at least working on – I'm not sure where in the process - is the Mission Continues folks who are going to come down next month and do a substantial amount of work at this building. And I believe they formed a relationship with you folks [inaudible] is that right?"

"Airway?"

"No, Mission Continues. You're not familiar with that? I thought they said they had a talked with you and were interested. What they do is they're a group of former military and they will pick a project and they will bring in volunteers from all over – from upper Washington, from all over Oregon and so forth – and they will kind of descend on a project and do it. So this is one of the project they're going to do in August."

"Oh yes. Yeah, and they're been talking with Dave."

"So community collaborations, that's what I'm hearing. So you talked about... anyone else that wants to share something about what your current knowledge is related to the organization's history and mission?"

"I don't want to cut anyone else out, but I do have a couple others."

"Okay, so Judith and then John."

"So I've been [inaudible], so I know quite a bit about the history - was involved early on

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in the organization's development, very early on with our United Villages.... Do we even call it that anymore?"

"No, it's under the branding, everything is under the branding of the ReBuilding Center. Our United Villages is on the books."

"So what I loved about the organization has been... so in terms of impacts on the community, I really believe the environmental work of diverting waste and those things and reuse... it benefits us all in terms of environmental impact. I think the work of the – and I haven't been in touch with the work of which was Our United Villages community program for a while – but the commitment to creating space where people met and the commitment to making sure those spaces were as diverse as possible, which can I just say thank you, Linda Hunter, for your work and contribution to that. It's been amazing and that's another thing that I think has been really important –I don't know where the ReBuilding Center is currently with the diversity of the employment, but I know throughout the years there have been efforts to make sure that the employment was more diverse and there was more local hire. I think, you know, it's interesting because they talk about first come the artists, then come the makers, then comes the gentrification – so I do think the ReBuilding Center in some ways began to anchor some of that change. And what I feel good about is, well I guess it was now seventeen or eighteen years ago that we were having conversations about that, aware of it, thinking about how to be a positive force around that and connecting with the community, so I appreciated that there's been a consciousness around that. So I think that is... and the idea of collectively... particularly in the part about the community services is building community and relationship around ideas that generate from the community for the community. So it's really kind of a grass roots, not grass tops place to build community – give people something to do together, which I think is a very important way of building relationships."

"I was just trying to explain that to Samantha from the Oregonian the background stuff, but sometimes I think it's hard for people to wrap their heads around that, so thank you for that reflection. And for bringing up the fact that the workplace diversity, which is another area of impact, that the hiring locally – the jobs factor – as an impact in our community, hiring locally. Okay, Kay? John did you want to give another..."

"I can wait."

"Well I was here when the ReBuilding Center came to this building, this room and told us that they wanted to buy that property and become the ReBuilding Center. Move it from the west part of Portland over here, and one of the biggest concerns with this community, with this was, you guys have been keeping toilets out in the front. And that kept coming up – You are welcome but your toilets aren't. We don't want to see toilets in the front of our Mississippi because we were trying really hard at that time to create a community that felt safe, that felt welcoming.... We were working with a lot of people in the community, in the target area, which is what really jumped started [inaudible]. And we wanted business that would reflect the community, be the community and not degrade it, and that's why the toilet issue... we don't want to see toilets! And we liked your concept, we liked the way it was presented. That had been an employment center for generations. At one time it was a machine shop actually creating parts and pieces for the shipyards, and help build our ships in World War II. Then it became Index, which was a

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large company and they also hire locally. They created promotional materials for trade shows, and they were a very big source of employment and when they left there was a big hole there. So you were creating opportunities for people to have work, you brought another social aspect which a standard business did not bring in, which was, for us - and I'm speaking as a board member and this was the reflection of the board - we liked the concept of pulling the community together because that's what we were trying as the Boise Neighborhood Association, we were trying to pull the community, give it strength, help reflect.... As a board member, my job has always been to speak for the community after I've talked to the people in the community and learn enough about what they wanted to do and what you were offering became a reality. And that's a positive thing because, you did have toilets in the front yard for a while and Ted complained really bad - Tod complained - but you said, 'Well it's because we have to have a space until we get the back fixed.' And since then you haven't had toilets in the front. But you did create art. You created an ambiance that is welcoming, that brought a little bit of, quite frankly, class to the street. Anytime you bring positives, whether it's windows like mine that let children laugh and play, or art like you've created - you've created something that the community can be proud of, look at, be. A commercial district should make the people who live in the area feel good about themselves, feel proud of a place, and you have brought those elements to the street as a whole. And I believe the goals that you presented to us at those meetings a hundred years ago - that's what it feels like, right? We worked a long time! And you have been an enormous impact with what has happened in this community because part of the efforts that you guys put out, how to create a more positive in the community, and I think that's marvelous. But I really believe that what you presented to us is what became the reality. And the other benefits to the community at large - now that's just Mississippi - you brought people into the community who saw this wasn't a dangerous place to be. There was a time where people were afraid to walk down Mississippi Avenue, for good reason. There was a time when, what you saw was more drug dealing and shootings than you saw the positive things. And the ReBuilding Center was able to bring out more of the positives. You bring people to the community, they feel safe, they feel welcome and it reaches all classes of people - from the poor people who are able to get goods to the guy who's refinishing his house somewhere because he bought this beautiful house and it's falling down - they were able to go to you and receive help. Then you took that money - the profits - and you plowed it right back into people. So you have met people's needs and the community starts with one person joining with another - helping another. And that is what you have been doing - you have been creating a community that reflects that values... that should be in all caps, communities. And thank you."

"And thank you for that impact piece! John... well, Tory I want to check in with you. Any knowledge about our history you want to share?"

"I mean so much that's been shared I'm aware of, but I think to me, when I first came in contact with the ReBuilding Center, I was really impressed with the volunteerism that was here. Just how many folks believed in the vision enough to give their time and a dedicated amount of time to do a lot of kind of tedious work... you know, from pulling nails out of boards to sorting things. I thought that was always something that was impressive because that's hard to pull off with the amount of folks that you guys have been able to consistently engage over the years."

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"Thank you. John, you had another comment that you wanted to get out?"

"Yeah, if you don't mind. I just love hearing these things. I really appreciate hearing the history too – it changes the kind of context that I think about the organization knowing some of those things, so thank you for sharing. I think that one of the things that I really appreciate is the community service opportunities that I see that the ReBuilding Center provides and, you know, there's a lot of volunteers and they see... I think there's maybe an annual calendar volunteer week... I remember seeing a group from Nike, they're all in their sporting clothes and they were pulling nails and things like that. But on a more regular basis [inaudible] required volunteer or community service that's getting done by people I can only assume have been ordered by the courts to perform some community service. And so in a very graceful way, the ReBuilding Center allows people to come and work off that kind of debt to society, so to speak. But the way that that's getting provided as an opportunity is really respectful and I think it provides a bunch of skills. And I think that it's been just great to watch that because you see a lot of people, if you go pretty regularly, that over a course of a couple of weeks or what-not, you can see that they're getting engaged and they're taking the responsibility really seriously, so in my mind, that's a great way of creating an opportunity that people can not only check the box for the requirement that they have, but use it as an opportunity to grow some skills if they chose to do that. I also think that – you know, I've been in the neighborhood perhaps not as long as many people but for quite a while – but it's changing rapidly. We all know that, but the ReBuilding Center has really been an anchor within the community... I mean it has changed a lot too. When I first came, the whole back area wasn't cover and now it is... It's just a lot different today physically than what it was. But for some reason I always think of that as some something that somehow remains very solid and kind of an anchor within the community. And resists some of the changes that are happening so rapidly around us, so I think that's about it."

"So I just want to check in for... you know, is it okay, I mean, do you two want to weigh in here or can we move on to the next question? I mean, in terms of what you already know, as our board members, some of our history and mission...."

"I don't think I'm going to add, I just need to be sort of listening and I'll pop in."

"Okay. Ben?"

"Just as a more recent board member, having been on the board for almost a couple years, I just want to mention the employees at the ReBuilding Center and how a lot of the words that we use to reflect on community is evident in the employees there. An open, engaged kind of cheerful attitude - there's a real positivity there and you can really tell, I think, the good things that are happening through the employees and see that with what they do. So that was a really neat thing for me to see when I got involved, just the really engaged nature and positive nature of the employees that are there. And the opportunity it seemed that it provided for those that work in the neighborhood."

"One of the things that Kay just reminded of just listening to her was there's kind of a leadership that's come off of that block. The last chairman of the N/NE business association was the largest business association in the city - very large, very powerful, very important organization – it was headed by Matthias Kennedy who ran [inaudible] design,

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which is the organization that [inaudible] referred to. And he had that lot, plus all this back here was an old bowling alley he used to store all of the things that he used to [inaudible] shows in Las Vegas and all over the country. But anyway, so there's leadership and now see you folks coming in and establishing kind of leadership here as well. So that's kind of a nice legacy for you to kind of live up to I think."

"Can I throw out just one last thing about that history is that also, when you were talking about the employees, remembering... so I was on the board, again, many moons ago but we were having conversations about living wages and making sure there were benefits, and those things didn't get lost in anything else. They were always a very high priority in terms of how the organization grew. So I've always appreciated... I was very aware that those were high priorities and it wasn't just talk – there was some walking."

"Thank you for our current board members for sustaining - helping us find a way to hold on to those values. So this made me, you know, stepping into what could potentially be probably a landmine, but we need to, you know, it's important to know what underlying issues the ReBuilding Center may face in terms of redevelopment. And that will mean different things to different people, but if there are any underlying issues that you're aware of or that you can foresee in terms of redeveloping our building, you know, having some redevelopment ideas, what might they be? What should we be mindful of? Yes, Kay?"

"How many household units are you going to have in this potentially?"

"Household units? Well everything is in speculation right now. These are ideas, so if... there is not a given that we're doing housing. So this is what this is about – this is exploring the ideas - some things that have been set forth as you will see here, but then there might be other ideas to consider. And so that's just one idea that's set forth. So there are no determinations of units..."

"There's a reason I ask the question. I sit on the land use for the Boise Neighborhood Association and have been hearing this one word, over and over for every housing, it's called parking. The impact that each person that moves into the community, each building that's built changes the impact in the community. And first I would like to invite you, when you get down to the point of creating something, please engage the Boise Neighborhood Association. We have some architects and people who have really been involved in land use that have some really cool ideas to help with things that might benefit you. Plus we're a bunch of snoopy people and we like to know what's happening next door to us. What are your... when you change the concept of your building, you are going to impact other people. I don't think that's either a negative or a positive – it's just a fact."

"You mean... now we're talking about the admin building where the admin and program exists now. Nothing with the ReBuilding Center warehouses, this is just about the brick building."

"But still, it's going to impact. It's going to change the skyline."

"Well that's good. So the redevelopment physically could change the concept of our..."

"Right, it's going to change the skyline, it's going to change the number of people that

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are using that side, it's going to change the impact whether you bring in a storefront in the front, whether you bring in a community center, whether you put in housing on the top, or whether you go for big bedroom houses for families or small units to help take care of the single low income person, whether you take care of.... Any item is going to have an impact. What I'm suggesting is that when you look at these different issues, not only what is going to be the benefit and the negative, because there's always a negative for every benefit. What's going to be the impact and how can we mitigate it? For instance, if you're going to have a lot of people, you need a lot of bike parking. You have no room for car parking, so you might want to consider units that would invite families to live there who have vehicles. Because at this time we have, except for downtown Portland, we have the heaviest parking impact in the entire city."

"I hear you, so parking and the change of the skyline are two areas that would be impacted."

"No, the impact is - and like I said, this is neither negative nor positive..."

"Yeah, we're just looking for what to be mindful of."

"Be mindful of it and look at what's going to be the impact into the community. And if that's part of every equation, then you have the answers."

"Okay, what will be the impact in the community?"

"I think the other big one is going to be the community itself. You're going to see some people who are going to want housing, and you're going to see some people who want to see commercial... and some are going to want different kinds of housing. And these are pretty hot topics, particularly in this community right now, so you need to be prepared. Those are going to be huge issues that you're going to have to deal with. So it doesn't really make..."

"If we do housing."

"No, whatever you do - whether it's housing or commercial. Those are two forces that are going to come together on this particular piece of property that you're going to have to deal with."

"Okay... Any..."

"And I think there's the underlying, you know, issues around gentrification. And we're unfortunately in a post gentrification phase I think in a lot of ways and some of us have been engaged in that conversation much earlier. So this is in many ways kind of a ground zero for conversations about gentrification and who's benefitted and who's burned. So I would just expect that those conversations would come up and..."

"True. Whether business or residential - you're right."

"No matter what it is. You know, the housing bureau just recently did something I think is phenomenal but was very bold, which is they did a housing policy - a preference policy - that could preference people who had historically lived in the neighborhood to be

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able to buy or get stuff. And so I think that one of the challenges is exactly the issue of the housing prices, the density issues, which is... Kay you mentioned some of them, but all over I think that the issues of growth and change and density are just, you know, they're every day facing people and what does it mean for us in any neighborhood? How do we mature into that growth? And how do we make sure that we don't displace the... you know, I don't live in this neighborhood but, I've been in my house for thirty years and I don't think I could stay in my neighborhood if I left my house."

"I'm curious... other than me, are there anyone else in this room that lives in this neighborhood?"

"Well, next neighborhood."

"I mean I grew up in this neighborhood. I lived here from a baby. I've been up and down Mississippi for seventy years, so I'm very familiar with..."

"No, I was just curious how many people would be directly impacted with changes in this street."

"Well I guess I live on Mallory, just off of Alberta and MLK, but I kind of... even though I'm not in the same neighborhood association as this neighborhood, I do personally think this is kind of my backyard or my neighborhood."

"I was just curious because actually our neighborhoods are all part of the same community. So we have our little neighborhoods, we have our regional areas and our community just spirals outward. So what impacts one impacts the others. But I was just curious because you have different values in different neighborhoods that, like you said, if someone changed too much in your neighborhood..."

"Any other things that... I would like to get your feedback on some of these ideas that have been set forth, but I don't want to, you know... John? Go ahead."

"I just want to kind of add... So I guess the question is with the map of the space that's available and potential to do something different with that space, what are some of the things that can be considered?"

"We're about to move..."

"Okay."

"Just so you know, code would allow us to go to 64 feet, so we could potentially go, say five floors where we're one floor now. So it's taking our space of roughly 7500 feet and we could potentially turn that into something approaching 40,000 feet by going up."

"So I guess in that context, or even in just a one story context, [inaudible] say my idea, but I would bring it to the table and that is if there were commercial activities that were to occur, there may be a way to kind of offset some of the effects of gentrification because I think that the ReBuilding Center really provides a lot of creative [inaudible] people and what if, you know, some of the space could be used as an incubator space for

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someone that's just starting a specialty woodshop. I know that, you know, there's furniture that gets built now, currently, but maybe somebody's got a different idea but it's really hard to find shop space at an affordable rate, yet this is their neighborhood. So is there some way to encourage new businesses to get going with some kind of help?"

"Those are certainly two of the ideas that are very much open for... that we put forth as potential ideas."

"I want to back up just because what you're saying about the FAR space is that... I was a neighborhood mediator for many years... If you go up, and Linda knows this too, an impact is how that impacts the privacy of... I think you have houses behind you across the alley and seriously, don't mess with that privacy because that's a huge issue for, you know, when you go up higher than other buildings, you have a visual view into people's backyards."

"Yeah, I guess the only thing I could say is you've got a lot of work ahead of you on this and we're not going to be able to identify all the little issues, which is what we're kind of doing now. We're kind of getting down [inaudible]. Whether you choose commercial or whether you choose residential, there are going to be a ton of issues that people are going to be very married to, but you have to be able to work through and I think the best place to start from is kind of the goals of the community. So, as an example, I used to be on a foundation some years ago. People from various communities would come and they'd want money. So the one question I would ask them is, well actually two questions, first one is, 'Do you know what the current goals of that community are?' That you've taken the trouble to find out what they are, and then second, 'How is what you're doing going to impact those goals?' So getting a sense, and maybe that's what you're doing now..."

"Yes. That's very much what we're trying to do."

"So that you can kind of set that [inaudible] moving forward and so forth."

"So the goal is five focus groups and then a larger meeting where we refine our understanding of what it is the community really wants. And that will inform the feasibility study that we will then conduct."

"And I assume you've looked at the formal. So there are all kinds of processes that go on in communities. There's informal process and there's a formal process, and the two are always kind of bumping up against one another, and that's kind of the big issue around gentrification is that the informal process has not been allowed to [inaudible] active as the formal process. And you can go to a lot of residents in N/NE Portland and what they'll tell you is, you have people coming from outside the community get involved in the formal process and they have reshaped the entire community around the formal process that the local community doesn't understand at all because it used the informal process. So understanding what process you're getting into and how [inaudible] impact those who [inaudible]. You can do it. I like you guys and I think people like you coming in, but just to be aware that those are there. There are going to be some dynamics you have to pay some attention to, they're going to be real [inaudible]."

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"That's why we're a grassroots organization and have always embraces the grassroots, not just organizations but looking at the residents and actually making sure, like we did in the early days, you're going door to door and you ask everybody. Everyone's invited to participate whether they choose to or not, but you're looking at all of those methods, those mediums of commination. So, yeah it's.... Tory?"

"I think I'm curious to understand, just in the context of your mission, what currently is not achievable with the space that you have? Because just because you can build, doesn't necessarily mean you need to built. So could you guys articulate to us why you're even considering this. I mean what's within your mission right now that you're not able to achieve with the 7500 sq ft that you have?"

"That's a good question."

"That would make you even want to jump into all of the potential mess."

"And the upshot of all this may be that we decide not to do anything, okay? But some of the things that we're considering, for example, we have a 2000 sq ft woodshop. We've now reopened it and we're using it. We're using it for a number of STEAM/STEM opportunities, which is really exciting. We're also going to launch classes for the neighborhood to teach them how to use these machines. We'd like to expand that space and that opportunity. We'd like to turn it into a full-bore maker space. So that's one. You know, we do - as a number of you have mentioned - we played a particular role in the gentrification that occurred in this community and we created that anchor that allowed all these other businesses because we are such a big presence, that allowed all these other businesses to get an anchor here. The artists use the ReBuilding Center, then the makers then it went of from there. So we have sort of a special responsibility. So there's a lot of excitement about the idea, offsetting this gentrification by creating space to bring Black businesses back on to Mississippi. That's something that we're excited about that we can't do with our current space as it is currently. We would like to create more space for community meeting space and conferencing space, because there's very little of that that's available. We have a conference room but it's not the best conference room in the world. We'd like to create a better conferencing space. Honestly, for those of you who have been into our offices, it would be a beautiful showcase space, showroom, for local entrepreneurs who are makers and things like that to sell their materials and give them an outlet for their creativity and an opportunity to generate revenue and income and things like that. So there's lots and lots of things that we feel we could do with our space. It's one of our most valuable assets - our people and our space - those are our most valuable assets and we simply want to explore the possibility of leveraging that to create greater value to contribute to building a community that works better than it has been working for the last fifteen years when what we've seen is sort of runaway gentrification. Where we leverage our space to create an opportunity where there's a little more justice around for people to anchor into this community. Carl, you and I have talked about, you know, how can we partner with the Soul District to create that vision that you have of cradle to grave, and that's the way I conceive of the Soul District - cradle to grave economic strategy for stabilizing the Black community here in N/NE Portland. So does that...?"

"That kind of gets after it."

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"Yeah. But we could do nothing. That's an absolutely valid way forward."

"I just... because I feel like sometimes to go bigger... you guys are a non-profit, is that correct? So to go bigger in that context with the idea of wanting a large part of that to address some of the unhealth that you've created in the neighborhood, you still have that much more square foot that you have to accommodate with now greater expenditures. And so that could also test your resolve in terms of how do you really make that space more accessible to those folks that you really want to reach out to when you've got to pay the bills of a much larger footprint. So if you're not careful in that way, going five may not make sense. Maybe two, even though it means it's a little more cramped, but it would let you guys stay closer to your overall mission which is to [inaudible] kind of clientele to [inaudible]."

"That actually could be an underlying issue as well. I think..."

"Financial sustainability."

"I think that [inaudible] that you talk about, setting up this economic beachhead if you will, kind of creates more Black economics in the community - kind of offsets some of the stuff that's happened here. I think that's a powerful vision and one that you can get local governments and foundations and so forth to buy into. So the financial burden is maybe not quite as heavy as if you were trying to build something and then finance it."

"And I think that, I mean for me, that is a top priority piece in terms of creating those spaces. You know, we have a crisis in terms of having a Black community in Portland and I think that anything that connects more opportunities to stabilize and grow that community is really critical and I really... we have sort of this crisis with the housing crisis and the dislocation, but there's also these huge opportunities. Like right now the construction trades are like off the hook, crazy great opportunities and when they here, what you're calling a maker space, which you might want to think about that lingo out in the community just because it is now the artists and the makers come, but if you're thinking about that kind of space to actually give people the opportunities to get some hands on skills, and help build that employment pipeline, that would be tremendous. Because we're looking at trying to bring up numbers that we have in terms of, when Portland building and other projects that the city does, how do we make sure that we have higher levels of women and minorities but particularly that piece about the Black community. And there are other vulnerable populations as well, but this space, this time, this geography I would personally hope that would be a really big diver."

"Thank you, everyone. We should go ahead, we have time... it's after 7:00, so let's see if we can get some feedback on some of those ideas proposed and find out if there's anything in addition to that."

"And I'm going to throw in one other one that's come up. Well one of the ones that came up of course was parking in previous meetings but... So community co-working office space: so that's affordable, flexible office space. Industrial maker space, ground floor retail, and then neighborhood hotel/hostel - an opportunity for community engagement as well as for housing/hosting visitors, what have you. We get a lot of visitors from around the world who come here and want to learn about the ReBuilding Center as potentially

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a center for sustainability and what have you. Low income and/or mixed housing, which might potentially extend over the next warehouse. It probably wouldn't make any sense in a space as small as we have there if we're going to do some of these other things. And then of course a community event/meeting/conferencing facility. The other thing that came up that wasn't sort of on the original list was affordable childcare as well."

"I have another one for you: a commercial kitchen. Have you noticed how many food carts are out there and it is difficult and expensive to use a commercial kitchen and a lot of businesses that start out as food carts, their goal is to have a real restaurant. And that's where they learn, educate themselves and do their refining skills. And another thing: south of you is going to be two very large complexes that are ranging between four stories to six. If you went up to six, they squawk in this neighborhood. You could go up three or four without an issue. If you do this with the back walls attractive, but instead of having windows that look out into the yard, make them up high so they can't really see out but you get sunshine. And you put your commercial, I think commercial kitchen up there, you put your training classrooms up there, you put those types of businesses that really don't need to have a big office window to look out of, you won't get much complaints from the community. They've quit yelling about the four story buildings, so you can go there without a lot of problems as long as people feel they're private. So that's just simply, by putting... if you go commercial - and there is a real problem all over the city, it's not just this area - rents are high and a lot of businesses are just barely making it. So if you have a good paying job, you don't have to worry about low-income housing, because then you can afford standard housing. By the way, I just got yesterday a publication from the city, this area has more low-income housing than any other area - this area and the Eliot..."

"Boise?"

"Yeah! It's on the map. This big purple circle that covers these areas that have... you'll have to stop by the office. I haven't read all of it yet."

"Over a few blocks but yeah."

"But we have more low-income housing than any other part in the whole city."

"Okay so commercial kitchen, we're going to add that as a new idea to the list."

"And I was thinking exactly the same thing, Kay, about a kitchen, partly too because this is a real foodie town, it's an industry that actually has legs. And I think that a lot of restaurants can be very expensive, but when you what people can do with products, right? That they... so where I work, we try very hard whenever we do do food to use [inaudible] businesses and now we're actually using mostly carts because it's the easiest thing to do. But then I also work a lot with immigrant communities and there's such a hunger for different kinds of foods around that I think a commercial kitchen is a great idea."

"You can also use these same facilities to teach people to be able to cook economically. You know, a box of your Wheaties and a box of oatmeal, the oatmeal will feed you for several days, the Wheaties will go through your family in one day. And teaching people how to cook better for less money, there's so many opportunities with a commercial kitchen that you could facilitate."

"And maybe some collaboration with [inaudible]."

"POIC is looking at a commercial kitchen as a part of their food services offering. You

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might... if you're looking for a contact."

"PCRI?"

"No, POIC."

"So I was just thinking we could stay with the whole theme of the recycling and reusing and you know, now there's a big move to make sure there's no food waste from restaurants. You know, you could start a second day food that we turn into gourmet...."

"Yeah, that was a concept that was, long ago, by St. Vincent de Paul."

"Serious?"

"Yes! Recovering food from the restaurants and freezing them in bags and things."

"Perfectly edible."

"Yeah. So Stephen, did we list all of the others, just voice all of the ideas... so was there anything that...."

"Were there comments about it?"

"Yeah that prompts you in response to some of the ideas or any other ideas?"

"A lot of small business people are trying to run an office out of their home. They don't look very professional and they need a place to have meetings with clients, maybe even just a small, shared office or a place where they can go do their copying, things like that. That type of facility, they're becoming... this area is starting to attract a lot of businesses."

"Yeah, I think this is an idea that is already listed on your sheet right there."

"Oh, I didn't read it."

"It's what we call community co-working office space."

"Oh, okay."

"But you like that idea. That's what you're saying."

"I think it's needed. That's something I've been saying we needed for a long time in this community."

"Okay, John?"

"And I know this discussion is really at a formative stage to kind of explore what opportunities are available, and then subsequent basis will be, okay, how do we select now between all of these good ideas and figure out what will work and what do we essentially want to do and I see these things? I just see a bit of risk and that is we're thinking big, but later on, when a decision is made - and it's not mine to make - it would be good to kind of pick just a few things that you're going to be really good at and focus on those as compared to picking too many things where you get spread too thin and you may not be doing as good of a job at all of them as compared to a really good job with the fewer number, so I guess it's just kind of a reality check."

"Yeah, and so, you know, I think now we have about eight ideas but we're actually going to ask for votes at some point fairly shortly on this, and we'll synthesize the results from all the focus groups and we're going to, again, bring people back together. And eventually we will task some consultants to do a feasibility study and it will probably be, I'm looking at my board members here, probably two or three or four different things that

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we'll actually explore as actual possibilities, and not just an entire host of things."

"So, just a clarifying question, because I know that we have a map and this is a existing, defined space with, as we just learned, the opportunity to go up more floors with, you know, being careful what the impacts would be. But then you also mentioned space at the warehouse across the street, so did I hear that incorrectly?"

"No, we were just thinking, if we were to do low-income housing, we could conceivably go over to the next warehouse – the first warehouse above that. I mean you could potentially do that if you wanted to go down that route."

"I see. I just wasn't sure if the ideas were... so with all the great ideas that are being expressed, which ones would fit within this existing structure or a modifying structure. I think what you're saying is there's opportunity maybe to think about the existing use of space that's being run, used as a ReBuilding Center, as part of the sales space and warehouse to incorporate into it. Is that..."

"Or going above it. I mean you could potentially go about it."

"Yeah. I'm just trying to get a sense of the size of it."

"I also think that, just between you and me, I think that if we were to reorganize the warehouse space, we could probably do the equivalent sales in about 40,000 sq ft where we're currently taking 55,000 sq ft, just if we reorganize it."

"So I need to say that, of these ideas, I think all of them have great potential. I hate the hotel/hostel idea. I've just got to tell you, my reaction's like, oh my god, bring people in from other places on every level that just doesn't ring well with me, just so you know."

"That's good... so, because we're going to ask you, of the ones that are listed there, and we can add on the commercial kitchen, which top three resonate most with you."

"Which I knew that was coming, but I wanted to make sure we had a disresonance going on."

"I've got your disresonance written here: 'Boo!'"

"I'm sorry, I'm just not resonating."

"One of the problems with that type of activity with what you're currently doing, is it's outside your area of expertise."

"Yeah, I mean that's part of the discussion is we're maintaining our mission and vision, and through that lens, evaluating all the opportunities."

"I would encourage you to stay with your expertise."

"So I think it's important to mention an aspect of the hostel idea which was the genesis of idea, and that is the ReBuilding Center support community grassroots efforts and there's been several that have been kind of seated and spawned in neighborhood and there's much to be learned from the neighborhood. And so there was an idea of giving people scholarship opportunities to come to this neighborhood who might have similar issues that they're dealing with, stay for a couple weeks, work in a shared resource library and work with people who are engaged in the community and understand how to take some lessons learned back to their own community. So there's an aspect of kind of maybe welcoming and learning that could be facilitated by the hostel."

"[Inaudible] I think for me, the conversations that we've talked about, I just want to

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[inaudible], which I think is a great idea. The whole... you have two ways to go here – I agree also about build on what you do and know – but a lot of these ideas are really talking about holding onto and creating space for return, right? The idea of bringing others in to take things back, even to any other community... I just, on that sort of place of giving and taking, you have such an opportunity. So that really was the opportunity to serve the people that are here, and there's so much more work to do in this community, but that's just my instinct."

"Okay, Tory and then John?"

"One of the things that I've been thinking about as we've been having this conversation is – I know we talk about how this community is really on the late stages in terms of gentrification. But gentrification, and obviously it involves a lot of complexity, but it definitely is driven by market forces and economies. So I think you also have to be careful as an organization to realize that some of your development can spur – it wouldn't be gentrification – but it could definitely be another wave of a different type of person that's moving in, that for those who moved in now can't afford to live here. And so if you're not careful, you end up in your... because the things you guys were mentioning, I see them as strengths here within our city, but they're also trendy, you know. And that could also push you out of your mission in a way that's unintentional, and you can end up actually finding yourselves in yet again, participating in a further displacement of another wave of people that, you know, they were the ones who displaced the first wave of people. So, I think, to your point, I think the real [inaudible] the real alignment and the good work that you do is when you are now being a point of not just anchoring what is, but trying to create a space to generate interest for those who can gain a lot of support and skills and workforce and passion and vision and spaces where they can be inspired, which is particularly focusing on African American community. But not solely that community but I think, as respects to long stand, that would be an appropriate place. So it's nuanced, it's difficult, trends change. You have this conversation a year from now, the ideas could look very different, but I think that's going to require the kind of leadership that you have to have the foresight to say, you know, what we're putting in place, are we ourselves getting caught up in the idea of being a part of a wave and a trend as opposed to being a change agent and a leader in the community."

"Yeah, I want to endorse that because the key piece here is not getting hung up on the physical aspect of what you want to do as much to this vision that you have and you want to achieve. So in our business, I see a lot of developers from N/NE, they come in, they want money, [inaudible] cheap money, and they talk about – and they've had these same concepts, [inaudible] roll them out, and so my response always is, 'Well you have to tell me how what you're proposing is going to work against gentrification or going to support it.' And that's usually where it falls down – they don't... because they're talking about market place and making space available and we know who that's going to attract. We know who the cheap housing attracted, we know who the cheap commercial is attracting and so forth, so unless you have a special programmatic component of some sort that says, 'No, we're really focusing on attracting this population to these opportunities,' you're going to have trouble. Interesting thing about this: When you put it to them that way, I've had two or three of them come back with a different scenario, same numbers and so forth and they were able to accomplish that, so we started moving forward on some financing for them. But if you don't require them to sit down and do that, if you don't do that [inaudible] on the front end, if you don't [inaudible] development, then you might find yourself in the same hole. But you're headed out with good intentions and

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just make sure that the good intentions are what are always kind of driving you and that they play out in all of your planning and so forth, and that the [inaudible] aspect doesn't take over."

"And just to piggyback on that: Just for the purpose of specificity, because when we talk about gentrification, it's a big bundle of things, it's the forced displacement that is of such concern. [Inaudible] and it is market factors, but it's also community factors and it's about what we will insist on holding on to, and what we will collectively make space for and how we share the opportunities that come into a community. So I do know, I've been in this conversation a long time, there's market forces, there's a lot we can't control, but there's also a lot we can control around exactly the kind of thoughtful things that Carl was just laying out."

"Thank you very much. John, did you have another comment?"

"It's kind of going back to a couple earlier comments and I kind of was resonating with what Judith said about the hotel and hostel and providing space for people visiting, because I'm not sure that's consistent with what I would want to see, because I think that those might be services that could be provided in other ways, but when I heard your comment about how it would be a vehicle for inviting people to come and learn and take that information back and subsequently probably bringing information and knowledge with them to, you know, help the organization grow and learn new things, as well as share what it's good at. I really like that idea, I just think that it could be accomplished in a way that doesn't have to do with providing a physical accommodation and rooms but perhaps with internships or something."

"Or host families."

"Yeah. Because I like that idea but when it was presented as a hotel/hostel, that part didn't come through. And that part I resonated with, but the hotel/hostel not as much."

"Actually, if you're successful, people will come to say, 'What did you do right?' You won't have to go out and look for them, they will find you. Just like in everything that we're doing with the city, how many times has somebody gone to another community and say, 'How did you do this right?' So if you're doing it right, they'll come find you."

"And while I've been at the ReBuilding Center, I've ran into people from Victoria, British Columbia, and also from Bellingham I think. It was either Victoria or Vancouver, and they were coming down to try and learn what's working here because we want to take that back and use it..."

"We have probably 75 to 100 visitors from Japan every year that come visit us, and this year, ReBuilding Center Japan opened up in Nagano."

"Where are they?"

"Nagano Prefecture, which is very exciting."

"Now I have people who come see me from Japan every year and that's part of their regular draws, and to come on Mississippi, in fact, I have been advertised in three Japanese publications who bring a ton of Japanese to this street. We're one of the most popular tourist attractions for the Japanese. And when you do that for the community, my advertisement not only benefits me, and I didn't pay for it, but it benefits every business up and down Mississippi. When any business is successful, we share customers up and down the street. And that's what makes a successful community, is the sharing of customers, the sharing of the community."

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"And you also pointed out that with the advent the 'sharing economy,' which is a whole big other conversation, but with people doing Airbnb and other options... Carl, do you remember that meeting we were at and you guys had pulled together a meeting of folks who owned property on Killingsworth to talk about what they could do with their commercial property, I'll never forget the woman who came and said, 'I don't have a commercial property. I've been in my house a long time, but what I need is the ability to build an accessory dwelling so I can rent the house out to family. I can still live on the property so I could actually turn my ownership of my residential property into a... monetized so that I can support myself.' And so just thinking about that, connecting to people with opportunities to say, there are homes in the area that if you really want to immerse yourself in the community, you know, you can even just try to figure stuff out with people around costs and stuff. I think that's more of a way to share the wealth than to build lodging here."

"Well we've got a very large no-profit organization just south of us that's going to be building a lot of homes."

"Are they going to be affordable?"

"Yes."

"Oh great, with some of the money that's come through with the housing crisis, right?"

"You know, there's a lot of people doing a lot of these things and no one company needs to try to do all of them. Do well what you do, and do it."

"That's a good mantra. Thank you very much. I know that Stephen, you would like to get us a little vote in, we have time for that. And then the conversation doesn't have to stop here: If you have any additional thoughts beyond this conversation, this group, then please, I encourage you to just send Stephen an email and any additional feedback will be incorporated into the summary. And we will have a bigger convening in the fall, right? In September, is that when you're planning?"

"Late September/early October is the goal."

"So you'll get a chance to do that again, but for now, just trying to get people out so they still have some evening of sunshine, please give us your, and, you know, we can just go around the room. If you can give us, by referring to your sheet of the questions there, what would be your top three, or the ones that you absolutely, like Judith just said, we already had Judith's feedback on the one idea that she just will not be able to get down with, but, you know, if you could tell us what your top three choices are, beginning with any of these."

"Let me get them down and..."

"Well, I meant to mention this earlier, but let me just mention it now... Stephen, I don't know what you want to do with it, but on here, 'the opportunity to learn skills, trades in an industrial maker space,' and you know, you're active with our STEAM Coalition, you have made the last couple meetings, but what we're trying to do is to focus on CTE. Are you familiar with CTE?"

"No."

"Okay, so CTE is a whole... those are the folks that focus on the trades skillsets. Beginning in grade school through high school, so the two things are very similar, but we're trying to kind of tie those things together. So when I heard you talking about that kind



of space and training going on across the street, I think there may be some great opportunities associated with that and the STEAM Coalition."

"Absolutely."

"You might want to make a note of that. That's a new initiative for us, so we're just kind of starting out the trend."

"Okay, great."

"Just a quick clarifying question in a way... so I see the community co-working office space could also occur at the same time as the community office space, right? So if I'm going to vote and I want my vote to count, I could vote for both of those but they're really the same thing."

"I have them as one thing, that's just a long description of it."

"Okay, put down we have community meeting space, so I see..."

"Those are two different... this is like meeting rooms, a big conferencing space like this, where people can come together and meet. And we open up our current space right now for community meetings, but it's not a great space. And of course there's the Q Center and they opened their space up and [inaudible] is good enough to open this space up, but I think that the community could benefit from that."

"Okay, I got it. So I kind of thought that maybe, you know, you could have the workers during the day and the meetings and maybe that could be dual spaces, so I understand now."

"Yeah, that's too much, as someone who's sat through over 3000 meetings in my life."

"Okay, so Tory?"

"I'm giving my top three?"

"Please."

"I think the daycare is good, meeting space and the kitchen."

"Mine are just the way they are ranked there, one, two and three. Those would be my top three. And I would actually include the community kitchen as part of the co-working space."

"You can't do combo packs."

"No, we're familiar with this phenomenon. There's always someone in the crowd who's trying to get in an extra vote."

"And that's going to be Carl!"

"I'm looking for a vote there, I'm just telling you that I would see the kitchen as part of that whole community co-working space."

"Just draw an arrow, because that happened in the other focus group too. They kind of made some of their own categories."

"Or the maker space."

"Judith?"

"Maker space for me is number one, particularly if it's in relationship to the efforts that Carl was talking about and the STEAM/STEM/CTE. The number two for me would be



the... can I just say affordable daycare is a great idea and a very complicated thing to do. And for whom does it end up being childcare? That would be one of my questions but, so number two would be the ground floor retail with the focus on kind of being an incubation space I think we used to call them, and so if we can... if the community kitchen could be part of the maker space, that. But otherwise, I think the office space – the community co-working office space.”

“John?”

“So I would go kind of in order of preference: the maker space, community co-working and then meeting space.”

“Ben?”

“I’m going to pass because, as we said, my role as a board member is to carry out the wishes of the community, so I’m interested in what you said.”

“I’m interested in jobs. Teach people how to make their own money, you don’t have to worry about the rest of their life. So commercial kitchen because we have so many people that this is now becoming an occupation and finding places to do it is so important. Ground retail – if you can have affordable businesses, you can usually outgrow your space, move into another area and somebody else... it’s a way to recycle and it needs to be unlimited recycling. And office community because that can also be used for so many applications. That is such a wide open. If it spells jobs, I’m for it.”

“I’m breaking with you Ben. I’m going to have to say, but only my top two would be maker space and community meeting space.”

“Thank you

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## RBC TRANSCRIPT 4

7/27

"We'll keep these on the wall and once our process is at the end, we will be doing some connections in our analysis. And the summary will be given as feedback to everyone who's participated but shared more widely as well with the community. So this is, you know, as Stephen mentioned before, we have five sessions planned, but there will be a larger forum happening sometime in September to kind of really weave together these thoughts and provide a deeper analysis. So thank you very much..."

"Or October."

"Oh okay, sure. Because we want to do a great and thorough job, that's why. So I want to move us through getting some feedback on the stakeholder questions that we have crafted so far. And one of the requests that I think is helpful for the board and our whole organization to be aware of is what already is the existing perception of the ReBuilding Center and its services, its impact on the community. So I'd just like to go around the room and ask you what you know already about the ReBuilding Center's history, its mission or its impact in community. And you can respond to that and however it fits for you. And you don't have to cover everything but what do you know so far about RBC?"

"So aside from doing a reusable, sustainable [inaudible] in this town, I've seen the reward of those going toward empowering small groups and looking toward a larger involvement of communities, plural."

"Thank you. [Inaudible], what do you already know about the RBC's mission or the history."

"Well I know it is to bring communities together, to get them to know one another and to get them to, like the word 'barter' that I used, actually I remember one time someone knew how to mend socks and the other guys knew how to garden and they would actually swap out there professions or they would help one another. I find it really beneficial that a lot things I've done for my own home, likewise would not be able to have been done if I had to go buy those materials brand new. And its not just the actual high end items that actually show up at ReBuilding Center, but just buying lumber and... it actually taps into your creativity with... you know that I can actually achieve something with my home. I built a shed, 99% ReBuilding Center, I built a bedroom suite for my daughter from the ReBuilding Center with only the roofing being new – flashing, everything, except for nails and roofing. So it's really nice to know that you can actually achieve these things, knowing that you can build something that would normally cost you like \$3000 to \$10,000 for like \$500. That's a sense of community, knowing that you can acutally help everybody being able to grow and make changes to their life. That's really..."

"Alright, that's impact. Thank you. Leigh?"

"We were just talking about the history of the ReBuilding Center and I said I remember where it was where I think the Jack in the Box was in NW, you know, way back in the day. Just historically of becoming the anchor of Mississippi was huge in the development of this street. At least that's my perception as a community member. I as well have a 1907 house, and without the ReBuilding Center I think I would not have been able to find replacements for a whole lot of original piece to my house. So that's been a huge impact for me to be able to do that for my home. I mean, I can't afford Hippo and

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I can't afford Rejuvenation, so it's been nice – I mean I have to dig – but I can usually find what I need. Also as an educator, I've been able to utilize the ReBuilding Center for educational materials. When I do activities, I frequently find stuff I need at the ReBuilding Center. And then, I think even more so, well we've been involved in a few focus groups, but the ReBuilding Center has been instrumental in helping to create community with youth through the [inaudible] Program and has been an ardent supporter of that program for the past ten years in hiring local youth for local jobs during the summer-time. And that's been massive. Without ReBuilding Center we wouldn't have been able to do that program."

"Thank you, and I should mention that I know what Leigh, she just brought in some program aspect of how the organization has an impact in community, so I want you to be thinking inclusively too. So when we're saying the ReBuilding Center now, which is the new branding name, it covers the full spectrum of services beyond the warehouse. It now includes the social part, the program part, you know, whether it's the volunteer department, so it's the whole picture thinking in terms of impact. I just wanted to clarify that because as we move forward with using the name ReBuilding Center, it's more than the materials. Carrie?"

"Well, I'm a bit of a ringer since I'm on the board, but I'll tell you what I knew before I joined the board. And I knew the ReBuilding Center mainly as the retail operation. And it was a place of opportunity for people who can't afford materials in different places, even other second hand places and a place of creativity too, because I know a lot of artists. I know the artist who helped kind of make - well, architect/artist but – kind of started that idea of making walls out of windows and just giving the ideas of you can make something different out of this whole range of materials that are available. That was my limited experience."

"Thank you, Carrie. Robin?"

"I guess I know it a little bit different, because the way I came to learn or know about the ReBuilding Center was some years ago – I work at SEI – and back when I was a program manager for our post-[inaudible] program in charge of internships and summer work experiences for our high school and post-high school students, we did internships at the ReBuilding Center. So that's how we kind of started our relationship and that's how I come to know the ReBuilding Center. I've never gone and dug out anything and I'm like one of those, 'Ew, okay I'm not [inaudible],' but I know that other side actually, and that they are very giving to the community and more so the youth. I know I met with Richard and we talked about... Stephen, I'm sorry. It's a late day. But we met and talked about some of the things they're doing currently, like with another school and providing opportunities for youth to learn things so that's the side that I know."

"Thank you, Robin. Marlin?"

"I have to be honest: Even though I grew up not too far from here, my information on what this center does is limited on what you guys have said and what I read on the bus on the way over here."

"That's what we want to hear. That's the openness."

"I've heard of the ReBuilding Center before, I just never knew exactly what they did until right now. And I just bought a house so I imagine I'll be using this."

"Thank you. Richard?"

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"My first introduction to the ReBuilding Center through [inaudible], and they were out-reaching to community service agencies. They tried to offer job opportunities to people who nobody else would hire, you know, people trying to get on their feet but they had been treated bad by other people, but the ReBuilding Center will give you a chance. And you get job experience, it's something that you can use as a reference. I know that there are a lot of older homes in our community and I was trying to replace a light globe in my basement ceiling for a lady and I couldn't go to the Walmart or the hardware store on MLK – they were limited to how many sizes they could get and they wouldn't fit. But the ReBuilding Center had what I needed and it's good because the prices are different because you can get something you can afford. And so the ReBuilding Center has been a good thing for the community, because it not only provides job opportunities for people who probably couldn't find work anywhere else, but what they do here and not only giving people an opportunity to buy stuff at a cheaper rate but you've got things that people can't... you can't get it online, you can't find them in department stores, but the ReBuilding Center can meet your needs."

"Thank you. And thank you for mentioning... you know, that's an economic impact. Hiring, you know, it's really heartening to know that our organization, before there was the push for Ban the Box, whether it was on the books or not, we were hiring people regardless. If we felt like they were a good fit, giving that chance for people who were ex-offenders so, thank you for remembering that."

"So I mainly know the ReBuilding Center and think about the ReBuilding Center as a place, an organization that has normalized reuse of building materials. You know, we reuse clothes, we have a Goodwill, we have a secondhand shop, we reuse cars, we reuse so many things in our economy, but for some reason building materials were never normal to reuse. And so I really respect them for normalizing reuse and I think there's been a lot of outfits in town that have followed suit. And I think that your presence has been a catalyst for really positive policy change within the city around building material reuse, specifically some ordinances that require deconstruction. So that's mainly how I know them, and I think it is mostly from an environmental perspective of conserving resources and certainly an economic one as well – many people have mentioned that. And I think one thing that's kind of amazed me over time as – I don't live in this neighborhood, but I do live in Portland – and being a customer of the ReBuilding Center for the last decade or more, I feel like every time I walk into the store, I'm kind of part of the community. You know, there's people that have been working there as long as I have been going and buying materials and so I feel really welcomed there and, you know, I can only imagine all of the other great things that you guys do through your programs."

"Thank you. Jeff?"

"Well, until about a year ago, I knew more about the building than I did about the ReBuilding Center. Fifty years ago when I was in high school, my neighbor across the street had die-cast [inaudible] building, and his son was one of my best friends. I met Stephen about, what, a year ago? When the deconstruction started probably, and had heard about it, knew it was there but didn't really know anything about it. I'm a home builder and times when I wanted to get rid of something that could be reused, I dropped it off at Brand X Habitat instead of here. But having met and been on that deconstruction committee, Stephen invited me over and we walked through here six months ago or so, so I saw a little bit of the inside of it, talked to Doug, their deconstruction guy. Outside of that, I've learned more tonight about the social side of it than I had the previous years

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so I'm in the process of learning a lot more."

"Great, thank you. Alright, so, this might be a little thought but this is how I'd like you to respond to this next question. It's just, if you could give us the captioning around what you think might be some of the underlying issues connected to N/NE Portland that could effect the ReBuilding Center's potential to succeed with a redevelopment plan. So what have you... have you felt any pulse of community thinking related to this corridor that we're focusing on now that we should be mindful of as we explore a feasibility study for redevelopment. What might be some of the underlying issues? So I'd like to start with this side this time. Jeff, any thoughts around that? And if you don't feel like there are any that you're aware of, then that's okay too."

"Well, I'll start out. I don't know that I have a lot to throw at it. I live out in Beaverton area. It's been 36 years since I've lived in Portland proper and that was over on kind of the east side. I'm a homebuilder, I'm aware of the gentrification issue, having built new homes in existing neighborhoods, having had some people upset about the fact that they built new homes in existing neighborhoods. So probably that's the biggest issue that I get exposed to, for lack of a better term. It's something I've thought about for quite a bit, and it's something I haven't figured out how we're going to stop, mainly because people want to live close into the city and a lot of people want to live in new homes, so that drives the marketplace that I build in to build those new homes, which can be something that further gentrifies the existing neighborhoods. Beyond that, I guess I'm probably not exposed to some of the other things that people who live in the neighborhood are more exposed to."

"Thank you for that sensitivity. Jordan, any thoughts? Issues?"

"Well, I think practically, I mean, we were listening to some people say what a hard time they had parking here. So I feel like there's a few options that had retail space and other things where there's a business. And so, I mean other businesses are making it here so I don't know if parking and access to your business, if it's a ground floor retail, will be a challenge. So I live in SE Portland along Division, which is undergoing quite a bit of change right now, and I've lived there for a long time and I feel like what I'm hearing in my neighborhood might be echoed here. It's just too much change too fast and prices are going up, too expensive, being priced out of your own neighborhood, definitely parking, congestion, affordable housing... now I'm just sort of rattling things off that could be issues. But I don't know if they're really underlying issues for N/NE Portland, so I'm just trying to draw some connections. But maybe I'll pass it on and hear what others have to say."

"Richard?"

"Well, I've decided to write my thoughts down so I wouldn't forget it. He didn't use that word, but all the stuff that he talked about comes up under that word: displacement. Displacement of people who live here. Because of the gentrification trend that we're going through... and you know how the system was working when they wanted to build a railroad, you know, they'll go right through where you live. They're going to do whatever they can to get that property from you so they can put that railroad through there, and that's the way gentrification is. Gentrification in itself, the word is not a bad word, but people use it for underlying motives to do what they want to do for the future. They know how it's going to affect people who already exist, and once you do your projects and change your income, the market rate and everything, and people no longer can af-

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ford... decent, hardworking people who want to stay in this community can't afford it."

"So the fact that we're going, not expanding from our footprint this way, and we're going up as the expiration. What you're saying is that even so, whatever we're doing with the enhancement could potentially still have an impact on the market rate which would still impact displacement."

"Not only the displacement of families, but the displacement of businesses. A lot of businesses can no longer stay in an area because they're priced out. They either go out of business, or they move somewhere else where it's the least expensive."

"Or they lose their clientele if their clientele have been displaced."

"I guess an example would be Reflections Bookstore. Their clientele got gentrified out. Because when you own property, that's power. And there's a lot of situations when we have power in the community, but we sold out. An example: even though they had good leadership, and I'm sure they had a good reason why they did what they did, they own the Fred Meyer store property. But for some reason, they decided to sell it."

"Which Fred Meyer? Oh, the Walnut Park. Okay, I hear what you're saying and this really all falls under these categories. It's like this is up at the top and all this stuff down below – it's all relative. Thank you. Marlin?"

"Could you rephrase the question one more time?"

"Well this is... are you mindful of any underlying issues related to the N/NE corridor that could potentially effect the success of a redevelopment plan for the ReBuilding Center?"

"Yes. All the things that are mentioned up there: gentrification, displacement, all that stuff under the guise of urban renewal. But I feel like you guys are doing something I feel like should have been done with the other form of development, which is getting the community's input. I feel like that's different from what I've heard what's going on with other places. And I've also heard with some of the transportation ideas, that they tried to get people of color at those [inaudible], but they didn't know how to get them to those spaces. So how you guys got so many people here, that's amazing. So, what I feel like some issues would be like [inaudible] changes and all that stuff, I feel like one of the things that could possibly happen, I feel like happened and it's been happening, but I don't want to see happen again is, with the change, not taking into account what was already there culturally. So taking those things into consideration, because the neighborhood has a way of doing things before we decided to start making changes, but taking those things into consideration when making those kinds of decisions I think is important."

"Thank you so much. Robin?"

"Well by the time you get around here, everything's up there pretty much. Between the gentrification, and I think the displacement, but in a different way, kind of how it was explained before, what I see happen a lot of times, even if there's affordable housing... I mean the one good thing is that there are a bunch of businesses around here, but sometimes the city will do things like make affordable housing like they did when they redid the villa, right? But they put a community center out there, but didn't put anywhere where people could work, right? So now we have things that get redeveloped like this Mississippi neighborhood, or the Williams/Vancouver Avenue, and now it's like things aren't affordable. But they also built a bunch of businesses where people can live in their neighborhood, and they can afford it and they can work, but they didn't do that in other

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neighborhoods that have more people of color. So I would just say like, as we're thinking – I kind of read ahead – some of the things that you're thinking of doing with that space, it's just like offering those things to a diverse set of people and not just... you know, there's people.... White people have the opportunity to take advantage of it because they can afford it or they know the information so they can jump on it really quick. And, like Marlin was just saying, we were talking about the whole parking thing and how to get us at the table so we can take advantage of these opportunities. So just making sure that a diverse group of people have the opportunity to take advantage of the opportunities that you're going to present."

"Yes, that's right on. Leigh?"

"I agree with all that, and I'm just trying to kind of look at it from that gentrification point of view and the people that are moving in, and just for me, in my neighborhood, I feel like a number of the people that are coming in, they want to live in the city, but they want to have a suburban attitude, and so I feel like there's...."

"Can you explain what that means, please?"

"What does that mean? It's like you want to comfort and everything... you want to have all the amenities of living in a city, but you want the protection of being in a suburb. And so it comes with an attitude of perceived safety and not necessarily being part of your community as much... that's what I mean by kind of suburban: you're not as much a part of the interworkings of your actual neighborhood. And so when I look at the gentrification thing, depending on what's going to actually happen to that property, you could get pushback from people who are moving in that have money, because there's a perceived safety issue with what you might do with the property, so that's a potential issue."

"I see that. I think we've seen it around the issue of homelessness and the camps and things like that in particular."

"And when people move, when higher income people move into a community, they are part of the community. So when the community wants to do something, and if they don't like it, they stand up against it and they meet, protest and whatever..."

"Like Cleo-Lillian being run out."

"So the community needs to be diverse."

"Thank you, because that is certainly... we have been seeing that played out. So, Siodis, any thoughts around underlying issues? Something to be mindful of as we step...."

"Well, I don't know how it can be done, but it seems like [inaudible] can be done as far as diversity and community, and we have like the Mississippi Fair to kind of bring people together a little bit, that sort of thing. But to get people to be really mindful and respectful of people who live here, and I don't know how to put that into words because I live here, so it's kind of hard when you see people get moved out of their homes because they can't afford their taxes because, like you say, people with more money are moving in, which is making the property value go up and all of these other things. So I think that..."

"So how to help people that.... How to sustain the remnants of diversity? Okay."

"People were here already and it's really hard, you know, you see people leaving all the time. And so it's like, most of the time when you have a relative... I have a neighbor

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whose parent might be passed away, and that means they're going to lose that home. They're out of there because not everyone can afford those taxes or whatever it might be that pushes them out, which is not fair because they've been grandfathered in for thirty, forty years, and then it's like, you don't know what's going to happen. And you most of the time you... like I was saying, new developments, I think that's really going haywire, it's going to far. I'm looking a block over diagonally, I can see a building that they're building way above all of the actual houses that have been here like a hundred years. So it's kind of like greed. I think things need to be done about that."

"Let's put an underline under that one – several. Thank you, PC?"

"So I guess these are a couple things that have been on my mind for a while. We have been talking about establishing presence on this street, and I would say more than just this street about the prior residents who can here before it was like what it is now. And I think I would be less than honest if I didn't say that that kind of perspective needs to go back to the time when the population of Portland was 5500. Who was in this community and how did it grow? So an awareness of how this community – stretch out as far as you'd like to go – came into existence. A history. The second thing is..."

"Evolution of growth."

"Evolution of growth. The second thing is that redlining happened intentionally from a national, federal initiative. At the same time, or shortly after, subsidizing of the suburbs also was a national plan. As it sits now, folks who were in NE Portland had to move out, especially when they were in structure that were rentals, partially because landlords said, 'Money is coming in. I can't afford to continue renting it for this amount of money when I could get a larger amount of money and I can't afford to sit on it.' So the inhabitants came from NE Portland and they went to Gresham, they are moving out of Gresham and into Salem, and out of Salem in Sacramento, California. The same energy that moved people out of NE Portland is moving them out of Gresham because property owners can't afford to sit on rentals when they can get a larger amount of money by a factor of four, and move the property on. Now I don't see why city or federal money can't subsidize, as they did the suburbs, the urban multi-income level housing, partially as it was in the Columbia Villa transition, to include affordable housing, which limits the growth inside the urban growth..."

"What would you like us to be mindful of in relation to this thought. I mean..."

"It's not an easy concept to grasp, but I'd like you to be mindful of what I just said. All of it, because it's not just a part, it's a transition."

"Well should we be mindful... like would a suggestion be, because I heard you mention, you know, subsidy by the government..."

"No, I was saying it at the end there. I would like city or federal or both to subsidize urban housing that's mixed income in communities so that people who are here can either stay, or people who are coming here can afford to live here and if you don't, and all the houses it made to be, let's say make mansions, nobody is going to be able to afford to live here, including everybody in this room."

"Okay, so Stephen, you have some mechanisms to allow affordability. Okay, thank you. Will that sentence capture what..."

"[Inaudible]."

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"And these are the ideas that... I mean, you're presenting some solutions and so it wasn't to dismiss everything you said, but we're trying to identify what the potential issues are. And there are definitely will be intensive opportunity to develop strategic directions related to these ideas. We are moving forward with a feasibility study. Yes?"

"I just wanted to add one more issue, I feel like it's very practical one and that's zoning. You said you can go so many feet tall, the city is going through a comprehensive plan process. The zoning is changing everywhere right now. So there may be reason to either act fast or actually wait depending on what you want to do."

"Thank you. So..."

"Could I just reinforce whoever's idea was about the homeless part of our community... is that yours? If not, that needs to be reinforced. As settlers came into this land, and they were the homeless, the homeless that are coming from other states and cities also impact and color the community."

"Alright. Is there homeless impact, or.. Okay. Thank you for.. the board's challenge, things to be mindful of moving forward."

"My bad, it's houseless, not homeless."

"You're okay, you're forgiven."

"So I would like us to move forward to try to address as many of these, I mean something related to all of them, but let's just start out about finding out about how you feel about some of the specific suggestions that have been set forth so far. And we have about, I'd say twenty minutes to move through six of these items because you might have some others to add at the end, and that's perfectly fine and people may suggest some connection between ideas and that is also fine. But starting with community co-working office space: The need for affordable and flexible office space among community-based groups and neighborhood businesses. Does anyone have any thoughts around that... does it, you know, how do you feel about that as a suggestion for use of the space. And keeping in mind that we have the potential to go up four to five floors."

"Up to 64 feet is the zoning. People might come out with pitchforks if we went that high, but..."

"And if none of these, I mean if that doesn't ring anybody's bells, then that's okay. We can move on."

"That's my least favorite out of all of them."

"Okay, so let me just preface this by saying that one of the things we've been thinking about is creating space for entrepreneurs with the focus on bringing back to Mississippi opportunities for Black entrepreneurs who have been displaced from this street. So co-working space is one of those possibilities as well as the retail space, which is also one of the ideas that we put out."

"So, Marlin had his hand up and then Leigh."

"A couple years back I had the opportunity to interview a bunch of Black [inaudible] businesses around here to see how gentrification was impacting their businesses. I got a lot of interesting results, but it seemed like a lot of people, depending on what kind of business it was, people were willing to travel for it. Like if we're getting our hair done, we don't care how far we have to get, we're going to get there. But there were certain different things, but what I was thinking about is them telling about how their clien-

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tele, having to travel to get to these particular kinds of places. So it is particular... and I looked at all of these ideas and all of them are kind of cool to me to be honest with you, but the thing that I think would be nice is to have a space that served multiple purposes, low-income housing being my number one. But I feel like if we could have something where that's incorporated and other spaces within that same unit to incorporate some of these other ideas.... You haven't got to the feasibility part but whether or not that's feasible or not, I feel like if you're going to have black businesses and stuff like that... [inaudible] travel so far to get to businesses."

"So the multi-purpose space. And you will have a chance to rate your top three at the end in summary. But that multi-purpose space is something that you're advocating for."

"Yeah, and I am about bringing Black businesses back to..."

"Yeah, under that kind of like, is that was you associated with this first one?"

"Yes. I mean after [inaudible]."

"I just wanted to get clarity on number one: Are we looking at something kind of like what [inaudible] is about or..."

"Sort of like maybe Hatch or... so think small offices with co-working space with access to computers, maybe access to somebody who can answer the phone, take messages, things like that for micro-entrepreneurs."

"Does that include pop-ups?"

"Pop-ups?"

"You know, like temporary businesses."

"Like Christmas trees."

"Oh, hadn't thought about it."

"Leigh did you get your clarity?"

"And is that its?"

"Yes."

"And so then, PC, I saw that you had your hand up."

"Yeah I like the idea of the hotel/hostel."

"Okay so, I think that Stephen... we're moving into, so people are doing their kind of choices. Are you okay?"

"I'm fine. So one of the things, let me give you a little background on that, one of the things we were thinking when we thought about hotel/hostel – we get visitors from all over the world. And the ReBuilding Center, in certain places, in certain circles it has a bit of a reputation out there, and people come and they visit us and they want to learn about what we do, and the idea... and we're a convener as well. So the idea of this went along with the conferencing space idea that, you know, we could create a facility where we could become more of a conferencing center around ideas of sustainability and that we would then have a space for people to stay if they were coming to visit us. People could do... we have lots of interns, folks in residence, things like that and creating that opportunity."

"Would you open up that hostel space like Ethos has tried to do something where they

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have guests, you know, teachers come and they do music and stuff, but they never have space. Would it be something that you would open up to other non-profits?"

"Absolutely."

"So would you also call that an entertainment space or include an entertainment space."

"So that could possibly be, like for instance, there's the community event/meeting/conferencing facility, which that's another potential idea for a floor space where people could be... a greater meeting space, convening space than what we have in the conference room now, and people could, as a place to have social events. Finding meeting space is very difficult in the city that is free, and so we like to offer it to volunteer groups, non-profits, people trying to meet, but it's very limited. So when you say entertainment, it could be that it's a social gathering, a very nice space where people could come together. So there's that. What did you think about the industrial makerspace?"

"I like that one and I know that you already do some things, projects with youth, and so to have designated space for that, I think would be awesome. Always for education and training."

"Thank you. John?"

"That was my number two selection here because in the construction business. We're so short of people it's unbelievable. And the more people that we can bring into our industry, I mean, those are good jobs. And there's a lot of other [inaudible] too for that, but [inaudible] is really short."

"Getting folks who have at least some hands on experience would be a real positive?"

"Yeah, to give you an example is, I traditionally, more recently have paid four dollars a square foot to frame a house. Right now, the only guy I can find is six bucks and he's coming from the coast to do it. Went up 50% overnight because I can't find people to do it."

"Thank you. Richard?"

"When I was in high school, I participated in Junior Achievement. I don't think that have that anymore, do they?"

"They do."

"They do? It must be very few of them now, but it was all over the place."

"Oh yeah, Junior Achievement. I would put that under industrial maker space, because that's a relative. I remember Junior Achievement too. They used to have one right there in that [inaudible] building, remember? Right there in that little corner spot. So any other thoughts about whether, yay or nay for industrial maker space?"

"[Inaudible] are you guys putting up another warehouse?"

"No, we're not putting up another.."

"It says, I'm reading five: 'low-income or mixed income housing, perhaps extending over the next warehouse.'"

"Oh, so if we were to do low-income housing, we might extend it over the barrel-roofed warehouse."

"Okay."

"It strikes me that I can't quite grasp how many square feet you have here or how big the space is but..."

"Roughly 7000."

"7000 each level?"

"Yeah, so you could potentially create something as much as 35,000. Although, again, I think the pitchforks from the neighbors would come out if we were to go that route."

"Which we got lots of feedback from the last focus group about that: Building so high that you look down into people's privacy, homes of your neighbors."

"Well, it struck me with a space this potentially large that you could do numerous options here, and I imagine you're keeping... I like the idea... it seems like besides whatever new thing you're going to create, it seems like everybody reflected on so many things the ReBuilding Center already does well. And I don't know exactly what your financial model is or if the building material sales support every other program, but it seems like a wise idea to have a little bit of income generation through this, like hotel/hostel thing, because people are going to come to this neighborhood no matter what to visit. And so I feel like a mix of them might be really nice."

"Can I include one more on the... it's in the realm of the industrial maker space: It's technology advancement center. Virtual reality is coming up, nanobots..."

"I mean one of the things that we're thinking about for the maker space, I mean, so right now, we just have a woodshop, a 2000 sq ft woodshop. If we sort of doubled it in size, we could bring in 3D printers, we could bring in Metal Urge, we could bring in a bunch of things."

"So before we go and get your feedback on your top three, let's just hear... You've been able to reflect on this. Are there any additional ideas that you recommend, and some of them may fall under these categories even though they're mentioned differently up here, but is there anything that's really just a burning idea that you feel should be included in consideration in the four stories – four to five stories – whatever?"

"Maybe a daycare center. I don't know what the community needs are for... I mean bringing children around is always a positive thing."

"There's a daycare center around the corner."

"But Leslie, as a matter of fact, was invited to tonight's thing but she couldn't make it, but certainly she would be a person... she might want to utilize the space, who knows. She operates out of her home. Marlin, I saw your hand up."

"I agree with Jordan. I like the babysitter because I have a newborn as well, so I'm down for any kind of deal with that but I was thinking a lot of people – the first question [inaudible] at this point, I really feel that gentrification has come and planted a flag in this neighborhood. What I would love to see is some revenue generated. And similar to that bar off of Dekum, I believe it benefits... a certain amount of income they do goes to different organizations that serve the community. They have like a certain percentage... I forget what bar it is but you go there and..."

"Oh, over in Dekum? The Oregon Public House."

"Yeah. I feel like my concern is we keep talking about how we're going to stop gentrification and I'm like how are we going to serve the people who have been displaced. If we



could have a certain amount of revenue coming in to help those [inaudible] we need to figure out how to invest in, like we can, like if you want to give back to those people and that's a concern, [inaudible] revenue to best serve that population."

"So that's a social justice component. Okay, thank you. Any other ideas to add to the mix? Okay, so should we go ahead then and..."

"Would you have space for community garden support? You have the [inaudible] community gardeners do come here, but it may be incidental to the group's awareness."

"You mean like to create a green space for training?"

"No, for the community gardens in this town to pair with your buildings to be able to support them doing community gardens."

"Like a community garden resource center?"

"Yeah."

"Like where they can come get wood, they can come get..."

"Shade cloth."

"They do that, don't they..."

"They kind of do that now already."

"We are the resource center and they know where we are."

"And we have a video out there about how to build a greenhouse out of recycled windows and things like that."

"Good. I'm behind."

"No, you're not. Any other thoughts? Jordan?"

"Yeah there's this, it's kind of like a food cart pod down on Foster that is kind of an incubator for... stepping stone for people who want to start in a food cart pod and move into restaurant setting. So it's the same sort of incubator idea for any type of small business, but yeah, it's food incubator business..."

"Like a commercial kitchen?"

"Yeah, I mean first floor, so you would have, there's a couple places... Zipper is one of them on Sandy and then there's one down that Portland Development Commission helped fund on Foster. And yeah, maybe it's just a food cart pod... maybe we don't need another one of those... I don't know."

"So I'd like to hear from you all what your top three choices, what's been set forth in tonight's discussion in addition to, including the six that are listed on the handout. Okay, Jeff?"

"Being in the housing industry, my number one choice is number five. That being said, I'm hearing two different mixed signals here. I'm hearing the worry about gentrification. At the same time, I'm hearing about maximizing profits, maybe putting a hotel in there that would bring people from the outside that are going to pay a certain amount of money to come and visit. On the other side of that coin is trying to keep that gentrification down and keep low-income people in the neighborhood. I just picked up a building permit today for a single-family residence, cost me \$33,500, you know, I'm building a house on a \$500,000 lot. That same lot three years would have cost me \$60,000, so

that tells you what's happening in the homebuilding, single family business. So for me, if you can get as much mixed or low-income housing in that structure - and I'd go seven stories if you can go seven stories... You might be a bad guy in the neighborhood, but twenty years from now, you're not going to be a bad guy because everybody else is going to have seven story structures. If you're going to be a bad guy, you might as well be a bad guy trying to get low-income housing in the neighborhood than a bad guy building a hotel or office building..."

"Well we want to stay in alignment with our mission and our values, so we don't want to be the bad guy."

"I understand that and that's a little bit about looking at your mission statement up there, yeah, maybe you want to bring in people from other cities to teach them to enhance your mission outside Portland, is that going to destroy your mission..."

"So in addition to low-income housing, Jeff, do you have any other choices? Or would you like to put all three choices into low-income housing? Because that's an option too."

"My choices were, number one being low-income housing, number two being the industrial maker space as I mentioned earlier, you know, we need more people to fill the jobs we have out there. And my third was kind of one and five, not knowing exactly what you meant at the time by community co-working office, but having some retail or some office space [inaudible] that's kind of where I'm coming from. There's not going to be a lot of, and PC said, you have to get subsidized housing if you're going to get low-income..."

"Well, we're just hearing your choices right now and I want to keep us moving because we're almost at 7:30 and I want to make sure everyone gets some input, so thank you. Jordan, any top three choices or..."

"No, I think I've given a bunch of input, I don't need top choices."

"Okay, thank you. Richard?"

"I've given input, but I think if I had top choices, I imagine it'd be number one and number six."

"So coworking office space?"

"Yeah because there's a lot of entrepreneurs that need to start their business but they don't have.... You'd be surprised, they can't even operate out of their home [inaudible] but to have an affordable place to go so they won't go out of business and try to start a business. And then the community, I don't think they have much in this area for meeting..."

"Gathering spaces? Okay, so you put a vote for the conferencing thing. Thank you. Marlin?"

"I put down five, one and two."

"Thank you. Robin?"

"I put down five as my first, two and my two and number six."

"Could you do that again and maybe just tell me what..."

"Oh, I'm sorry! Okay the first one is the low-income housing, the industrial maker space, and the community event/meeting/conferencing."

"Thank you, Robin. Carrie, are you weighing in or are you just listening as a board mem-

ber?"

"I'd like to weigh in. So low-income housing is my top choice and I like the industrial maker space as well, just for serving youth. And I feel like the community co-working office and the ground floor retail, they're kind of blurring for me because I feel like they're both focused on bringing back businesses that have been displaced and because I'm thinking about how we're going to make this happen. I'm thinking ground floor retail is probably more likely to help bring in revenue for the whole facility, but with that focus on bringing businesses back."

"Thank you. Leigh?"

"The industrial maker space is my number one choice, because I think you guys work with youth better than anybody. I really like the idea of the neighborhood hotel/hostel as my number two choice. I think there aren't spaces for guests of different non-profits, and I think having that is invaluable and bringing in specialists at, you know, for people to see. And then, I don't know, I had number one, the community co-working office, because I just think that's a really cool idea to have affordable space for new and up and coming businesses, but I also really like number six, which was the community event space. I couldn't really make up my mind."

"Do you want to split that, your vote?"

"Thank you. Siodis?"

"I like the industrial maker space, because if you know a trade, you can live anywhere pretty much. If you're homeless, you can actually do something to earn some food for your mouth. And along with that, that's just real, you want to eat. And then another one is low-income housing, because how do you stay in the neighborhood if you can't even afford to buy the places over here... kind of like they work hand in hand, do you know what I mean? You'll be able to support himself and live in that low-income housing until he build himself up higher... her/him."

"You've got one more... do you want to vote again?"

"I didn't really think... I didn't really give much thought to the others ones because to me, learning a trade is really big to me, because when I worked with the ReBuilding Center, to see a lot of the people who volunteered who also realized, 'Oh, wow, this is an opportunity for me,' and you see those people, like you said before, would not even have the opportunity to work anywhere, and then they learn something. But to have something like a space where they can actually learn how to weld or build or anything like that is realistic, because they can walk on that guy's site and say, 'I need a job,' and you go, 'Okay, I'll hire you because you have some experience.' That's realistic because all the other stuff doesn't do any good for the common man to me... you can't put food in your mouth."

"Thank you. PC?"

"Low-income/mixed housing, community co-working space and community event/meeting/conferencing facility [inaudible] teaching resource site."

## APPENDIX F - ADDITIONAL RESPONSES

Name: Pedro Ferbel-Azcarate

Email: [pedro@pdx.edu](mailto:pedro@pdx.edu)

1. What are three words that come to mind when you think about a community that is working?

trust, support, cooperation

2. What do you know about the ReBuilding Center and its impact in the community?

I've known and worked with RBC since late 90s seen small scale local collaborations and inspirations to broader consciousness raising.

3. What are some of the key issues that are facing our city and our community that may impact any decision we make towards the redevelopment of the property?

Capitalism and the sad reality of our neighborhoods and communities being commodified; displacement of folks without cash and power. The treatment of our land/ bioregion as property and investment. Mississippi Ave. as both redlined, historical place for PDX, dispossessed and disinvested place, and now gentrified place/ displacement of historical communities. Need for diversity of low income housing not default housing.

4. The ReBuilding Center has identified six different possibilities for redevelopment. They are not mutually exclusive. Please respond to each of these possibilities.

- a. Co-working office space
- b. First floor retail with a focus on returning to Mississippi Avenue businesses representing communities that have been gentrified out of N/NE Portland.
- c. Expanded maker space
- d. Meeting space/conferencing facility with a focus on community development/sustainability
- e. Hotel/Hostel with a focus on providing living quarters for individuals that are visiting Portland to get involved in either the ReBuilding Center or in sustainability work.
- f. Low-income housing

5. Are there other ideas you would like the ReBuilding Center to consider that are not included in the list above?

Large open meeting space in the spirit of RBC with free resources and free coffee and ice cream. An info shop library of resources with all-inclusive sharing happening in a multitude of ways.

6. What are your top three choices?

C D and E

Name: Steve Kugler

Email: [steve@rebuildingcenter.org](mailto:steve@rebuildingcenter.org)

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## Three Words

Help, diversity, together

### Issues:

People feeling left out and that they no longer belong

Wouldn't want us to jump on that bandwagon

Usually the white people who like it (redeveloped Mississippi) but not so much the black folks

Change is good in that the neighborhood is safe but...

Need to keep everyone involved/listen to all voices

Co-working office space – raised issues of security; would it pencil out financially? Custodian costs, etc.

Industrial Maker Space – If we got a three D printer, makes Steve drool. Concern about whether or not it would pencil out

Ground Floor Retail – Steve likes it.

Hotel/Hostel – likes the idea

Could combine the hotel/hostel with low-income housing – and low income housing should include affordable day care

Conferencing center could be good

Expand the entire warehouse over – perhaps add a showroom

Concern that we still have unfinished business, not losing the gains we have made. Need to button things up before we take on something YUGE...

### Votes

Ground floor retail, hotel/hostel with low-income housing and affordable daycare, expand the warehouse

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## APPENDIX G - RBC RE-DEVELOPMENT FOCUS GROUP

### Participant List

<b><u>Focus Group 1</u></b> Mark Lakeman Katie Sawicki Kathy Swift Shawn Wood Kenechi Onyeagusi Bill Hart Jake Gunderson, Orange Design David Komeji Sara Kolp	<b><u>Focus Group 2</u></b> Kelly Stevens Doug Lichter Ashley Howe Patricia Welch Bryce Jacobsen Travis Phillips Shirley Minor Dave Edwards Joe Nunn Ural Thomas John Haines Cory Wolman Roslyn Hill Angela Kremer Dennis	<b><u>Focus Group 3</u></b> Kay Newell John Tyler Carl Talton Ben Gates Tory Campbell Courtney Aguirre Judith Mowry
<b><u>Focus Group 4</u></b> Jeff Fish Leigh Rappaport Richard Hunter Travis Phillips Marlon Marion Cary Stacey Robin Beavers Ceotis Davis PC Peri	<b><u>Focus Group 5</u></b> Judith Wild Tom Kelly Sunshine Dixon Leroy Patton Cheryl Roberts Judith Yelvington Gwen Griffith Craig Kelly Chris Bekemeier Kirstin Walter	<b><u>RBC Staff Focus Group</u></b>  Stephen Reichard Linda Hunter Tom Doug Dave Lowe Linda Hunter Kelly Ashley Chris Josh Ella Rose



## APPENDIX H – INVITED PARTICIPANTS

Organization/Association	Individual
Historic Mississippi Business Association Membership	
Community member/PALF	Lakeitha Elliott
Former board member	Mark Ritter
Former Staff	Valerie Carey
United Fund Advisors	Carl Talton
Airway Science for Kids	Jackie Murphy
Kairos PDX	Kali Ladd
former board member	John Haines
former board member	Craig Kelley
Social Venture Partners	Mark Holloway
Metro	Bryce Jacobsen
Dept. of Environmental Quality	Jordan Palmieri
First Citizens Bank	Morgan Montgomery
Pacific Continental Bank	Kathy Swift
Pacific Continental Bank	Kenechi Onyeagusi
Pacific Continental Bank	Kristin Connor
Community member	David Komejii
Bonneville Power Administration/Customer	John Tyler
Office of Sustainability & Planning	Shawn Wood
Oregon Facilities Authority	Gwen Griffith
Multnomah County Health Equity Manager	Ben Duncan
African American Leadership Forum Portland	
NNEBA North Northeast Business Association	Damon Isiah Turner
Black Parent Initiative	Charles McGee
OAME Oregon Association of Minority Entrepreneurs	
NAACP Portland Branch	James Posey
AAAH African American Alliance Homeownership	Cheryl Roberts
Urban League- Rosewood Initiative	Nkenge Harmon Johnson
	Stephen Gomez
Humboldt Neighborhood Association	
Eliot Neighborhood Association	
Overlook Neighborhood Association	
Piedmont Neighborhood Association	
Carleton Hart Architecture PC	Bill Hart
John Haines (former OUV Board member)	
Craig Kelly (former OUV Board member)	
Scotty Ellis A Framework for Regional Equity (Metro)	

Office of Neighborhood Involvement (ONI)	
Portland Development Commission (PDC)	
Oregon State Lottery	
Multnomah County Library	Patricia Welch
Schools Uniting Neighborhoods (SUN)	
Self-Enhancement Inc. (SEI)	
University students	
Young, Gifted and Black Program of PPS	
Neighborhood Blogs, Neighbor Next Door	
Holla Mentoring ( <a href="http://www.hollamentors.org/">http://www.hollamentors.org/</a> )	
Engage Equity Managers within all bureaus across the City of Portland	
Vice-principal at Reynolds High School (Gentrification issues)	
State of Black Oregon	Katie Sawicki
OSHU Affirmative Action	
Educational Recreational Adventures	
Center for Intercultural Organizing (CIO)	Kayse Jamaa
Bonneville Power Co.	John Tyler
Communitecture	Mark Lakeman
Customer	Ceotis
Customer	Nick Storey
City of Roses Disposal & Recycling	Alando Simpson
PSU African American Student Services	Marlon Marion

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