

**Cully Concordia Community Action Plan  
Resource Matrix**

Community Need Area	Estimated Project Cost	Potential Funding Sources	Applicability	City Staff Recommendation
<b>Parks and Recreation Facilities</b>				
<p><b>Implementation of Master Plan and Construction of Thomas Cully Park (TCP)</b></p>	<p>(See Thomas Cully Park Master Plan for details) Option 1 \$11.8-16.5 million. Option 2 \$13.2-18.4 million</p>	<p><b>General Obligation Bond:</b> A 2009 voter-approved bond measure that can be used to fund acquisition and new capital projects.</p> <p><b>Parks System Development Charge (SDC) Funds:</b> Restricted to land acquisition and capital improvements in areas of population growth and new development.</p> <p><b>Brownfield grant(s):</b> Grant programs available at state and federal level to promote development and environmental activities on Brownfield sites.</p> <p><b>Miscellaneous park foundation and other grants</b></p> <p><b>Urban Renewal Area (URA) funds:</b> Tax increment financing available in designated boundaries set by the City Council and administered by the Portland Development Commission; can be used to fund park acquisition and development.</p>	<p>This funding source is contingent upon voters approving a bond measure. If approved, park development is likely but will need to be combined with other funding sources to fully construct.</p> <p>SDC funds are susceptible to economic downturns. May take indeterminable amount of time to recover and collect needed amount of funds.</p> <p>Portland Parks and Recreation (PPR) staff is looking into Brownfield grants as a supplement to bond funding for development of TCP, which is located on a former landfill site.</p> <p>These grants are a possible funding source to help implement smaller components of TCP development.</p> <p>This funding source is dependent upon the City's ability and desire to incorporate all or part of the Cully-Concordia study area into an existing URA boundary. Currently not under study. PDC preliminary staff analysis – not enough redevelopment activity to generate enough funds to support a successful URA.</p>	<p>Implementing the Thomas Cully Park Master Plan is a top priority for Portland Parks and Recreation (PPR) and has local community support.</p> <p>Use General Obligation Bond funds to cover most of park development and complement with SDC funds and grants to ensure full completion of this multi-purpose community park.</p>

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<p><b>Planning and development of a full-service Northeast Community Center</b></p>	<p>Estimated at \$45-50 million</p>	<p><b>General Obligation Bond (2<sup>nd</sup> round, in approximately ten years):</b> A voter-approved bond measure that can be used to fund acquisition and new capital projects.</p> <p><b>Parks SDC Funds:</b> Restricted to land acquisition and capital improvements in areas of population growth and new development. Funds generated by new development.</p> <p><b>Partnerships with non-profit organizations</b></p> <p><b>Miscellaneous parks foundation and other grants</b></p> <p><b>Urban Renewal Area funds:</b> Tax increment financing available in designated boundaries set by the Portland Development Commission; can be used to fund park acquisition and development.</p>	<p>This funding source is contingent upon voters approving a bond measure in approximately ten years.</p> <p>SDC funds are susceptible to economic downturns. May take indeterminable amount of time to recover and collect needed amount of funds.</p> <p>City staff is working together to engage non-profit organizations as partners in a community center concept, its development and operations</p> <p>PPR staff will consider different grant opportunities to help fund a community center</p> <p>This funding source is dependent upon the City's ability and desire to incorporate all or part of the Cully-Concordia study area into an existing URA boundary. Currently not under study. PDC preliminary staff analysis – not enough redevelopment activity to generate enough funds to support a successful URA.</p>	<p>Use a future General Obligation Bond levy (in about 10 years) to complete the Northeast Community Center.</p> <p>In the interim: Hold discussions with potential partners who might provide main funds for a NE Community Center and if a realistic partnership proposal arises, consider utilizing SDC funds and possible grants to foster community center development in a shorter period of time.</p>



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<p><b>Develop master plan and build neighborhood park at NE Alberta/51<sup>st</sup></b></p>	<p>Approx \$100,000 for Master Plan; Approx. \$500,000/acre for development (park is just over 2 acres)</p>	<p><b>Parks SDC Funds:</b> Restricted to land acquisition and capital improvements in areas of population growth and new development.</p> <p><b>Miscellaneous park foundation and other grants</b></p> <p><b>Urban Renewal Area funds:</b> Tax increment financing available in designated boundaries set by the Portland Development Commission; can be used to fund park acquisition and development.</p>	<p>SDC funds are susceptible to economic downturns. May take indeterminable amount of time to recover and collect needed amount of funds.</p> <p>Different parks and recreation-related grants are potentially available to help fund this neighborhood park.</p> <p>This funding source is dependent upon the City's ability and desire to incorporate all or part of the Cully-Concordia study area into an existing URA boundary. Currently not under study. PDC preliminary staff analysis – not enough redevelopment activity to generate enough funds to support a successful URA.</p>	<p>Use SDC funds for park master planning and development, complement with miscellaneous grants if needed.</p>
<p><b>Develop a future park plan that takes into consideration the adjacent school grounds and build the Sacajawea neighborhood Park</b></p> <p>Note: City Council allocated \$100,000 for interim improvements to Sacajawea Park, which are underway in this fiscal year.</p>	<p>Approx. \$50,000 for Master Plan; Approx. \$500,000/acre for development</p>	<p><b>General Fund:</b> Discretionary City funding</p> <p><b>Parks SDC Funds:</b> Restricted to land acquisition and capital improvements in areas of population growth and new development.</p> <p><b>Miscellaneous park foundation and other grants</b></p> <p><b>Urban Renewal Area funds:</b> Tax increment financing available in designated boundaries set by the Portland Development Commission; can be used to fund park acquisition and development.</p>	<p>General Fund money has been used to complete park master/future plans.</p> <p>SDC funds are susceptible to economic downturns. May take indeterminable amount of time to recover and collect needed amount of funds.</p> <p>Different parks and recreation-related grants are potentially available to help fund this neighborhood park.</p> <p>Dependent upon PDC incorporating the Cully-Concordia study area into existing URA boundaries.</p>	<p>Have PPR staff complete a future plan for Sacajawea Park and use SDC funds and miscellaneous grants for park development.</p>



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<b>Transportation Infrastructure and Services</b>				
<p><b>Implement prioritized local street improvement projects in the Cully-Concordia area</b></p>	<p>Centerline (and lane) miles of streets in Cully-Concordia are: unimproved 3.3 (6.5), substandard arterial 2.3 (4.6) and substandard local, 10.7 (21.3). A budget of \$120 - \$163 million would be sufficient to eliminate deficiencies; with potential savings through economies of scale and if contingencies were not used</p>	<p><b>Local Improvement District (LID):</b> a mechanism to construct street, sidewalk and stormwater improvements in which abutting property owners share the cost. There is currently no broad-based funding source in Cully or citywide to defray the costs for property owners. Typically, the City will design the improvements with construction by the lowest responsive bidder from the private sector.</p> <p><b>Bureau of Environment Services (BES) Stormwater funding, Grey to Green:</b> potential partnership funding for developing green street and stormwater management.</p>	<p>LIDs are the primary tool for local street improvements in Portland. Due to the cost of street construction, LIDs can be a significant expense for and are generally initiated by property owners on a first come first served basis. Progress on unimproved and substandard streets has been made citywide to reduce the backlog, but no non-subsidized LIDs have been formed to date in the Cully-Concordia area. Funding leverage is especially critical to buy down costs in Cully since certain sub-areas have poverty rates above 20%. A combination of sources is needed, one possibility being a new urban renewal area for PDC to replicate the successful Lents Residential Street Paving Program.</p> <p>Unlikely the program would be able to improve many of the existing substandard streets because typical green street projects happen when streets have at least have curbs and most local streets in Cully do not have curbs.</p>	<p>Continue to use LID funds as a tool for community-prioritized local street improvements, but do not rely upon them to be the only funding source. Consider other funding sources to help assist buying down the property owner costs and help leverage costs for all property owners in Cully-Concordia as well as create a safety net for qualifying low-income property owners.</p>

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<p><b>Implement prioritized local street improvement projects in the Cully-Concordia area</b> (continued)</p>		<p><b>Urban Renewal Area (URA):</b> Tax increment financing available in designated boundaries set by the Portland Development Commission; can be used for capital improvement projects as well as buying down cost for low-income households to participate in LID program (see LID above)</p> <p><b>Portland Parks and Recreation (PPR), General Obligation Bonds:</b> Funds for infrastructure improvements as listed in Thomas Cully Park Master Plan recommendations</p> <p><b>Safe Routes to School (SR2S):</b> Federal, State, and local program of addressing transportation safety at elementary schools along with education and encouragement for safe walking and bicycling for students to and from school.</p>	<p>This funding source is dependent upon PDC incorporating the Cully-Concordia study area into existing URA boundaries.</p> <p>Funding for street improvements along NE 75<sup>th</sup> and Killingsworth St might happen provided that a possible upcoming Parks bond measure passes that includes development of Thomas Cully Park. Sections are small relative to all needed improvements in the area- but would still be welcome by residents.</p> <p>Very limited amount of money allocated for small capital project within communities of participating schools. Although all three schools participate to some degree of programming, two schools (Faubion and Scott) have required engineering reports but not the necessary funds to complete desired street system improvements. Rigler School is in need of funding to develop an engineering report and school area street system improvements. Not a reliable source for significant street improvements like building a standard local street.</p>	



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<p><b>Complete sidewalk infill and other needed transportation system improvements on Arterial and Collector streets e.g. NE Prescott and Killingsworth Streets</b></p>		<p><b>ODOT Bicycle and Pedestrian Funding:</b> including the Bicycle and Pedestrian Program Fund and Transportation Enhancement Program</p> <p><b>Metro Regional Transportation Plan (RTP) and Metro Transportation Improvement Plan:</b> including the financially constrained RTP project list and regional flexible funds</p> <p><b>System Development Charges (SDC):</b> are fees assessed with new development that fund locally needed transportation system capacity improvements</p> <p><b>Safe Routes to School (SR2S):</b> Federal, State, and local program of addressing transportation safety at elementary schools along with education and encouragement for safe walking and bicycling for students to and from school.</p> <p><b>Community and School Traffic Safety Partnership and Account:</b> Program funds safety and engineering projects such as crossing safety enhancements, enforcement, education and encouragement.</p>	<p>These funding sources have limited dollars is sought by many communities statewide.</p> <p>Arterials and collector streets listed in the City's Transportation System Plan are eligible to be nominated and considered in this very competitive funding source for regional transportation improvements</p> <p>Only project's listed in the City's Transportation System Plan that provide additional capacity for any mode are eligible to be considered for use of SDC funds. This is a very limited and competitive funding source.</p> <p>Very limited amount of money allocated for small capital project within communities of participating schools. Although all three schools participate, two schools lack required engineering reports. Not a reliable source for necessary street improvements.</p> <p>Engineering projects are selected based on crash data and other criteria.</p>	<p>Use LID funds (see above) and/or seek other funding sources that are potentially most applicable: Safe Routes to Schools, General Fund, and special allocations like Stimulus dollars.</p>



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<p><b>Complete sidewalk infill and other needed transportation system improvements on Arterial and Collector streets e.g. NE Prescott and Killingsworth Streets (continued)</b></p>		<p><b>Federal Stimulus Dollars:</b> money applied for and received by the City to fund jobs and infrastructure improvements</p> <p><b>General Fund:</b> City's discretionary funding source</p>	<p>The City has applied and received money to complete infill sidewalk improvements along NE 82<sup>nd</sup> Avenue including the eastern edge of Cully.</p> <p>A general fund allocation was made in FY 2008-09 to fund pedestrian safety improvements along NE Killingsworth Street.</p>	
<p><b>Economic Development</b></p>				
<p><b>BPS and PBOT conduct a Cully Main Street Rezoning project to recommend zone-changes to City Council to allow more commercial mixed-use development in center of Cully</b></p>	<p>BPS cost - \$72,000</p> <p>PBOT cost - \$70,000</p>	<p><b>General Fund:</b> City's discretionary funding source, often used for land use and transportation planning projects</p> <p><b>Transportation and Growth Management Program Funds:</b> State land use and transportation planning program, funds available in two-year cycles</p>	<p>There are no funding and staff resources available currently to undertake a Cully Main Street Rezoning project. This project could happen as part of Comprehensive Plan update implementation in 3 years. If the Council identifies this as a priority to complete in the next fiscal year, then General Fund money would be needed.</p> <p>Transportation and Growth Management Programs could be applied for but the two-year cycle is just underway and potential funds would not be available and the study would not start for at least two years. The Cully Blvd. Main Street might not be a priority for the State program to fund. Typically funded are larger centers, station community areas, and regional-serving main streets.</p>	<p>Use a General Fund allocation to BPS and PBOT directly to complete the necessary process work and analyses that are required as part of a Cully Main Street Rezoning project, if City Council finds this an important project to complete in the next fiscal year.</p>



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<b>Economic Development</b>				
<p><b>Conduct survey of workforce development training needs and existing services</b></p>	\$5,000	<p><b>General Fund:</b> City's discretionary funding source</p>	<p>General Fund is the primary potential funding source to use in conducting a local survey of workforce development training needs and existing services.</p>	<p>Use General Fund to have PDC or a local non-profit lead in this activity and include Workforce Systems Inc. for input.</p>
<p><b>Understand the local marketplace by conducting surveys, interviews and analyses. Then develop and implement a strategy related to business retention, recruitment and expansion activities including:</b></p> <p><b>1. Conduct survey of customers and businesses (including home-based) to determine desired neighborhood-based services</b></p> <p><b>2. Conduct activities (e.g. marketing) that seek to retain existing micro and small businesses and encourage expansion current businesses</b></p>	\$65,000	<p><b>General Fund:</b> City's discretionary funding source</p> <p><b>Special Consideration for Redirecting Special Allocation Funds for Chamber Groups:</b> Local chambers of commerce receive City funds to assist with small business development activities</p> <p><b>Community Development Block Grants (CDBG):</b> Federal dollars allocated at the County and local level to address housing and economic development issues and activities. Use of funds locally consistent with County's Consolidated Plan</p>	<p>Portland Development Commission's (PDC) Community Economic Development Program could receive General Fund money to support these activities</p> <p>Area Chambers of Commerce provide small business development technical assistance through an annual special allocation by City Council. A portion of this allocation could be specifically directed to promote small business development in Cully-Concordia.</p> <p>It is uncertain the degree to which specific activities desired in the Cully-Concordia area are consistent with the parameters of CDBG funding activities. More investigation is needed to determine if this funding source can apply to these economic development activities in Cully-Concordia.</p>	<p>Use a General Fund allocation to PDC's Community Economic Development Program to lead analyses and strategy development activities with partner agencies and organizations. Additionally, consider redirection of a portion of the special allocation to area chambers of commerce to conduct small business development activities in the Cully-Concordia area.</p>

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<b>Early Childhood Development</b>				
<p><b>Complete an early childhood development needs assessment by learning the composition of 0-5 year olds, the services currently provided and the needs of parents and providers by conducting three focus group events</b></p>	<p>\$5,500 for assistance in completing the focus groups including interpretation services</p> <p>The remainder of the work to be completed by partner agencies</p>	<p><b>General Fund:</b> City's discretionary funding source</p>	<p>General fund money for this aspect of the needs assessment would be the most appropriate source to supplement the study resources brought by Child Care Resources and Referral of Multnomah County and County staff participation</p>	<p>Use General Fund money to support focus group activities as part of the Early Childhood Development Needs Assessment</p>
<p><b>Develop a comprehensive action plan to address early childhood development needs and if Family, Friend and Neighbor childcare and/or a Family Child Care Provider Network is warranted, funding for an enhanced program is pursued</b></p>	<p>Estimate of \$15,000 for Family, Friend and Child Care enhancement</p> <p>And/or estimate of \$45,000-60,000 for a Family Child Care network</p>	<p><b>Private funding sources:</b> Individual or foundation funding sources</p> <p><b>Portland Children's Levy:</b> a future cycle of funding if voter approved in the next few years</p> <p><b>Oregon Children's Community Foundation</b></p> <p><b>United Way funding</b></p>	<p>All of these potential funding sources may be appropriate to fund the Family, Friend and Child Care enhancement and establishment of a Family Child Care network. Partners will need to apply for funding from one or more of these sources as part of comprehensive early childhood development action plan implementation.</p>	<p>Based on results of needs assessment, determine appropriate funding sources to implement a comprehensive early childhood development plan</p>