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## Portland Mercado: Community Economic Development to Revitalize, Uplift, and Empower

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# Portland Mercado



*Community Economic Development to  
revitalize, uplift, and empower*

**June 10, 2011**

Abigail Cermak  
David Ruelas  
Bridger Wineman  
Ellen Wyoming





# Adelante PLANNING

We are students in the Masters of Urban and Regional Planning Program at Portland State University. We are working with Hacienda CDC to identify ways for the Hispanic community to gain greater economic opportunity in NE and E Portland.



**Abigail Cermak**  
Client Liaison and  
Communication Manager

Abigail's interest in urban planning stems from working in her SE neighborhood to transform a contaminated property into a non-profit coffee house and community center, Café au Play. Her focus on environmental planning and environmental justice has allowed Abigail to realize her passion of turning neglected and abandoned urban spaces into community assets that are healthy and sustainable.



**David Ruelas**  
Financial Research and  
Coordination Manager

David's interest in planning stems from living a portion of his childhood years through the construction of the Glenn Anderson Freeway directly behind his family home. There he saw first hand the impacts caused to residents living near the project. His experiences working with diverse populations have solidified his interest in serving underrepresented communities.



**Bridger Wineman**  
Research and Design  
Manager

Bridger's focus is to create positive change, especially at the intersection of social equity, urbanity and nature. As green initiatives tend toward either boutique frivolity or paternalism, he believes folding a diverse community into quality of life issues can realize a more resilient future for our city and region. He is passionate that people of all backgrounds find a valued place in our society.



**Ellen Wyoming**  
Project Manager

Ellen arrived in Portland in 2008 via Brazil, Arizona, Colorado and Wyoming, having followed her passion for travel, guiding, adventure and teaching. Ellen is interested in the places where humans, environment, place-making and equal opportunity meet and collide. She's extremely interested in creating pathways and avenues for equitable access to services, education, and quality of life, and is focusing her current planning studies in Public Involvement and Community and Economic Development.

# Acknowledgements

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Hacienda CDC	Portland State University
El Hispanic News	Mt. Hood Community College
Catholic Charities	St. Michael and All Angels Church
Micro-Mercantes	Community Workshop Participants
Mexican Consulate	Hacienda Business Education Participants



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**[www.adelanteplanning.wordpress.com](http://www.adelanteplanning.wordpress.com)**

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Survey results

Community workshop report

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Site selection recommendations

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Financial report



# Executive Summary

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## Planning for a Portland Mercado

The Portland Metro region is experiencing a sizable growth in Latino populations, with new immigrants coming from Mexico, Central and South America. This demographic change is reshaping the region's cultural fabric and presents new opportunities for communities, government, and policy makers. There is an evident need for creating and implementing economic development strategies which harness the potential of the growing Latino community.

As reported in the May 20, 2011 Oregonian, (*In Portland's heart, 2010 Census shows diversity dwindling*) gentrification and displacement is evident among the Portland area's minority communities. This limits opportunities Latino immigrants and others face in establishing roots in the region. For Latino immigrant entrepreneurs to gain a fighting chance at self sufficient business ownership in the face of entrenched, institutional discrimination, well planned action is needed.

Realizing public goals of an inclusive and vibrant society requires an advocacy approach to urban planning and economic development. Adelante Planning outlines strategies based on research and case studies to successfully implement a Mercado as an economic development and business incubation strategy for Portland's Latino community. A Mercado is a strategic planning approach targeted toward Latino populations and other minorities, particularly in gentrifying locations of the Portland Metro region.

## Portland's Latino Community

Several factors prompt a planning process to set the foundation for a new Mercado in the Portland Metro area. Conditions of note include:

- the recent economic downturn has worsened already high rates of unemployment, low wages, and underemployment in the Latino community;
- entrepreneurship serves as a key means of development and economic vitality among Latino families both in their countries of origin and in the U.S.;
- many recent examples of Latino-themed markets in the U.S., notably in Minneapolis, MN, demonstrate how a public market can function as an engine of economic development while providing valued goods and services from trusted sources.

This Report documents the work completed by Adelante Planning in assisting Hacienda CDC with planning for a Mercado as a community economic development tool.

Case studies, interviews with professionals and market research show that a Mercado, developed by Hacienda CDC, would serve as a business incubator, creating family-sustaining jobs; provide needed culturally specific and trusted goods and services; anchor community against displacement from gentrification; act as a regional attractor to help revitalize a commercial district; realize the vision of stated planning and economic development goals; attract development funding from foundations and government; and help increase organizational capacity for a progressive vision of the region by sparking a new coalition of advocacy organizations.

## Planning tasks and products

A community-driven process ensures that the Mercado is developed in an open manner involving appropriate public outreach to accurately reflect community and stakeholder values. In order to achieve this vision, Adelante Planning:

- Developed surveys and other participation tools for an equitable public outreach process to inform the project
- Encouraged and helped facilitate collaboration with relevant stakeholders
- Helped identify other community resources available to support the planning effort
- Assisted in recruiting a Community Advisory Committee and Development Committee based on community input and individual interest to guide Mercado planning and development
- Developed criteria for a site selection process that considers public opinion and neighborhood need
- Identified four sites, two in Portland, two in Gresham which show promise for Mercado implementation
- Prepared foundational market analysis and financial portraits for these sites, identifying remaining funding gaps to be addressed in subsequent stages of pre-development planning.
- Developed alternatives and implementation strategies

## Key Findings

There is strong community and stakeholder support for the concept of the Portland Mercado. The Latino community has the skills, abilities to create successful new business and the desire for a supportive and open venue for realizing their entrepreneurial dreams. Adelante Planning has shown that community organization among Portland Latinos holds great promise for positive engagement with

### Hacienda Community Development Corporation

Hacienda Community Development Corporation (CDC) is a non-profit organization providing Latinos and other underserved populations with needed services such as affordable housing options, individual asset development accounts, language and GED services, and small-business entrepreneurship classes. Hacienda CDC is centered in the Cully Neighborhood of NE Portland.

planning processes and an increasingly respected and legitimate place in our region's political and business economy.

Although the Latino community believes language, finances, and permitting are serious barriers to business ownership a Mercado as part of a comprehensive community economic development program offers a way to overcome these barriers. The implementation of the Mercado requires bridging financial and programmatic resources.





# Introduction

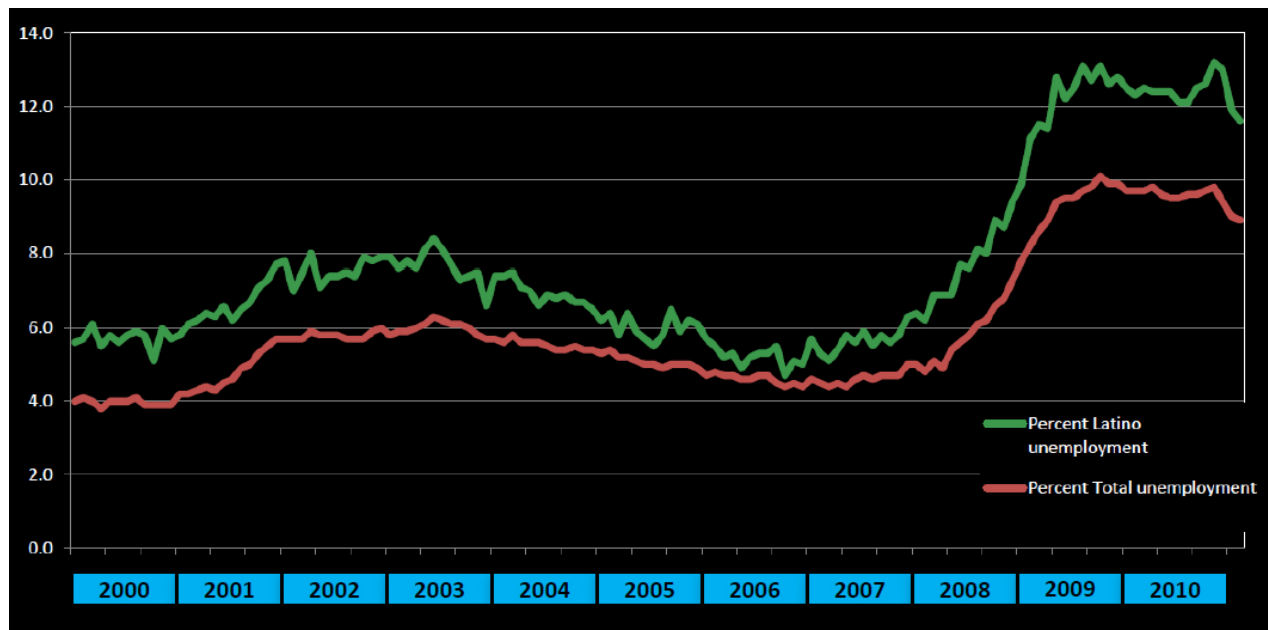
## The Challenge

Latinos in Portland as compared to whites fare worse in terms of income, education, and employment. (Figure 1) As referenced in the Portland Plan 26% of all Latino families in Portland live below the poverty line and have an unemployment rate that is consistently 4-6% over that of the total population. Latino individuals and families are spread throughout the Portland Metro region and have settled in distinct areas outside the urban core of Portland in North and outer NE Portland, outer SE Portland, Gresham,

Beaverton, Hillsboro, Cornelius and unincorporated Washington County (Figure 2: Census Bureau/ESRI). Latinos and other communities of color live in neighborhoods that tend to be less well off than the neighborhoods in the vibrant urban core of Portland's downtown and inner neighborhoods. As most living and family wage jobs are located in the urban core the residents of the outer neighborhoods have less access to gainful employment. (p.3 Draft Report PDC's Neighborhood Economic Development Strategy).

**Figure 1: National percent unemployed: 2000 - 2010**

Source US Bureau of Labor Statistics



Today Latinos make up 11% of the population in the greater Portland Metro region and their population has increased 69% since 2000. Data showing that this demographic (as well as other communities of color in the region) are at such a disadvantage compared to whites in terms of income, employment and therefore neighborhood stability, highlights a significant challenge for the integrity of Portland's economy, and demonstrates an alarming imbalance in terms of equity and access to resources by communities of color.

## Background

Hacienda CDC, historically an affordable housing developer, has in recent years developed the Micro-Mercantes program. Micro-Mercantes is a program targeted to support and incubate micro-entrepreneurs. Micro-Mercantes is currently running a tamale vendor program that has seen its most recent success in gaining a vending space at the new JELD-WEN Field during Portland Timbers MLS games. At their first game the Micro-Mercantes vendors sold out of tamales before the game even started.

To expand Hacienda's work in business and entrepreneur incubation Nathan Teske, the Community Economic Development director and Pietro Ferrari, the Executive Director of Hacienda CDC, have been instrumental in pioneering a vision of a new Latino Public Market (hereafter referred to as the Portland Mercado or simply Mercado) in the Portland region as a vehicle for Latino small business incubation and community economic development.

"Micro-Mercantes" translates to micro-merchants in English, showing Hacienda's commitment to small business development.

Adelante Planning, a Portland State University Masters in Urban and Regional Planning student consulting group partnered with Hacienda CDC in January 2011 to conduct a market feasibility study and to identify potential sites for a Mercado in the Portland region. Concurrent with this work, Adelante Planning played a pivotal role in community organization and mobilization around the concept of a new Portland Mercado.

## Why a Mercado?

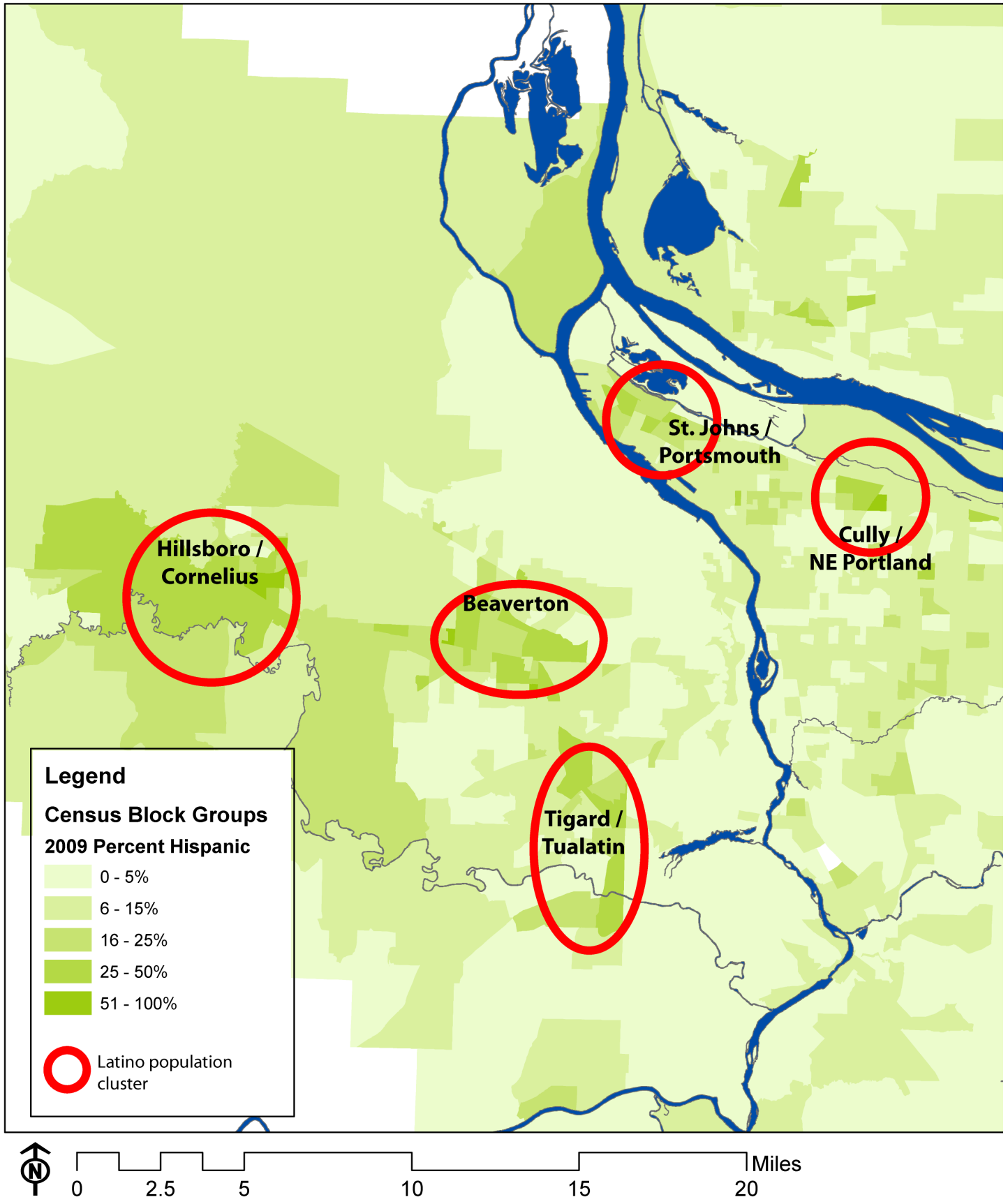
There is a wide body of literature that supports markets as tools for community and economic development. To briefly cite Alfonso Morales,

Assistant Professor in Urban and Regional Planning at the University of Wisconsin-Madison who also consults for business and government on food systems, public markets, and economic development:

"[Markets] are instrumental in incubating new businesses, facilitating the expansion of existing business, and promoting income-earning opportunities... Markets serve several purposes simultaneously and thus are relevant to planners seeking multipurpose tools for social, economic, and community development..."<sup>1</sup>

1 Morales, Alfonso. Public Markets as Community Development Tools. Journal of Planning Education and Research 2009 28:426.

Figure 2: 2009 Estimated Latino Population of the Portland Region





Rockwood / Gresham



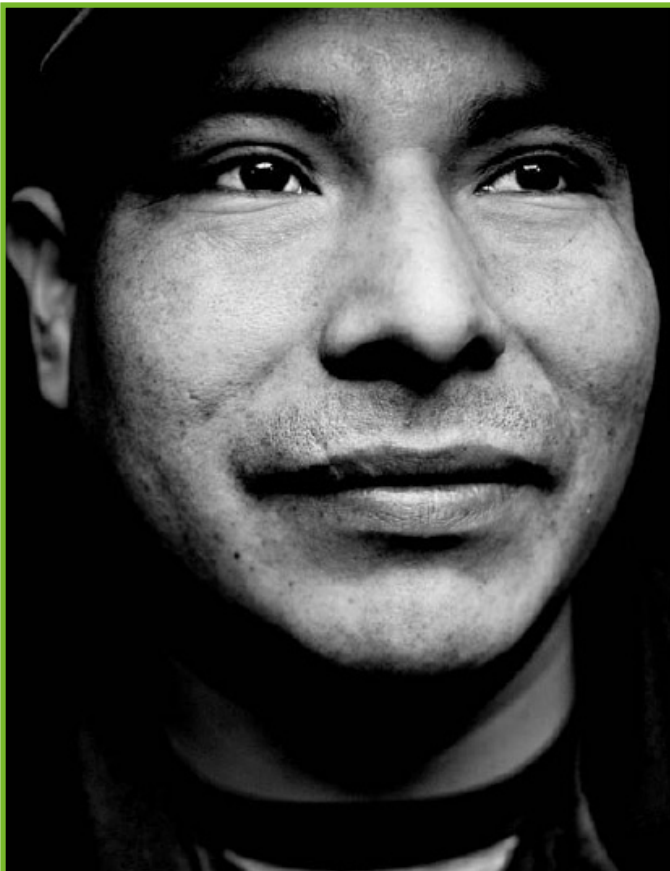
## Creating a Community-Inspired Latino Public Market

He further adds that cities have long utilized the public market to effectively integrate new immigrants into civic life, with specific reference to Chicago's Maxwell Street Market.

In Minneapolis, Minnesota, a public market called Mercado Central is a huge success story. With cooperative training and planning between non-profits and a group of immigrants from Mexico, Central America and South America, the Mercado Central was established. Mercado Central revitalized the Lake Street Commercial district in Minneapolis and 48 new businesses were created with the group of immigrant entrepreneurs. In their first year operating (1999), Mercado Central had over \$2 million in combined sales. More successes have followed and the non-profits, which partnered to assist the entrepreneurs in creating Mercado Central, have since assisted in the creation of a multi-ethnic market place called the Global Market.



Mercado Central revitalized the Lake Street Commercial district in Minneapolis



### Entrepreneurial Spirit among Latinos

While such markets highlight significant possibilities, it is also important to mention that immigrants in the United States start businesses at higher rates than non-immigrants. When investigated in terms of major ethnic and racial groups in the U.S., Latinos show a much greater tendency than other groups to start small businesses. Approximately 0.32% of whites out of the total U.S. adult population started their own business in 2009, along with 0.25% of Blacks and 0.3% of Asians. Latino business start-ups accounted for 0.45% of the total adult U.S. population. Although these percentages are small, as most people do not start their own business, it shows that of all entrepreneurs Latinos are one-and-a-half times more likely than non-Latinos to start their own business. That is, for every two business that non-Latinos start, Latinos start three.

## Project Overview

This report is divided into the following five sections: Public Involvement, Interviews and Case Studies, Site Selection, Market and Financial Analysis, and Final Recommendations for Continuing Action. The Public Involvement section highlights our methodology and illustrates our process engaging and organizing the Latino community in the Portland region. The Interviews and Case Studies highlight our investigative efforts into the concept of the potential success of a Mercado development in the Portland area as we read a number of supporting documents, and met with planning officials, economic developers, market directors, and other key consultants.

Our Site Selection process explains our site criteria development methodology utilizing information garnered from our public involvement and research process and subsequent results. Adelante Planning recommends four sites in this section and explains each site in depth.

In order to provide a financial portrait for the project, we employed a conservative approach in gathering information which incorporated hard and soft costs of new Mercado construction, identified potential funding sources including urban renewal area funds, new market tax credits, and took into consideration an ambitious fundraising campaign. The Market

Analysis was conducted using demographic information provided through the U.S. Census and focused on half-mile, five-mile, and ten-mile radius market sheds with income, population, and market tapestry data.

Finally, we set forth recommendations in the final section to further assist in site assessment as well as development and support of a Community Advisory Committee and a Development Committee. We also recommend the continued identification and cultivation of non-profit, public, and private partnerships for the development of the Mercado as well as implementing an interim Mercado to cultivate a sense of progress during the development process.





# Public Involvement

## Intercept Survey Findings

### Background and Methodology

An intercept survey to over 200 individuals was administered between February 13th and March 15th, 2011 to track personal skills and abilities, attitudes about shopping preferences, and interest in a new Latino public market among Portland-area Latinos. Additionally the survey served to identify community members willing to take a leadership role in forming a new Mercado.


Surveys were administered in person at a variety of venues including: two Mexican-styled flea markets in Gresham, adult education and business classes at Mt. Hood Community College, the Micro-Mercantes and other programs at Hacienda CDC, a health fair at the Mexican Consulate in Portland, and Catholic Charities. Surveys were conducted in Spanish and English by staff of Adelante Planning, Hacienda CDC, and project volunteers, then coded and recorded in English by Adelante Planning.

The survey instrument was adapted by Adelante Planning from previous surveys developed by Nathan Teske of Hacienda CDC and the Neighborhood Development Center in Minneapolis, MN.

The Local Initiatives Support Coalition (LISC) Commercial Revitalization Planning Guide was also used as a reference in developing appropriate survey questions and techniques.

Open-ended questions, which allow participants to answer casually or in a more conversational manner, were employed. Participants were queried in three main categories; 1) entrepreneurial attitudes and assets, 2) consumer habits and shopping perceptions, and 3) interest in a new Mercado in the Portland area. Respondents also were asked if they would like to be involved further in developing a Mercado through planning, organizing, or owning a business.

Survey tabulated results are located in the appendix as well as a copy of the original long and short-form surveys used.



Do you prefer Spanish or English?

¿Tienes cinco minutos para una encuesta?

Surveyed over **200 people** Identified:

- Personal Skills and Abilities
- Entrepreneurial Spirit
- Shopping Habits
- Consumer Needs
- Potential Participants

## Summary Survey Findings

Survey responses show that substantial interest exists both for shopping at and starting new businesses in a Portland area Mercado and supports the general finding that a Mercado could successfully fill current gaps in economic and cultural opportunities in the Portland region. An overwhelming majority of respondents expressed an interest in owning a business at a Portland Mercado. Key findings include:



The survey revealed 39 types of marketable skills among potential new business owners



- The Latino community has the skills and desire to start new businesses.
- There is a role for addressing common barriers through partnerships.
- Demand for culturally specific goods and services is strong.
- Current consumer behavior favors national chains despite this demand.
- Likely shoppers travel from distances of over ten miles to current Mexican Flea Markets in Gresham.

Community assets identified include a broad range of marketable skills among survey respondents including food service, sales, and other professional services, which are appropriate for Mercado businesses.

Respondents showed that there is a strong role for community support in overcoming common obstacles to starting a new business. Partnerships between Latino entrepreneurs and advocacy organizations

could address barriers to entrepreneurship like financing, business permits and licensing, and language, which were strongly identified by survey respondents.

A role for a Mercado in providing goods and services through local businesses is evident. While survey data show that despite a strong interest in shopping at Latino-oriented businesses, a majority of respondents regularly shop at national grocery chains. Price is a key concern for shoppers interviewed but a variety of other factors also are critical. Taken together, factors such as the desirability and cultural appropriateness of products fall second to price in importance. Convenience is the third factor of importance in selecting where to shop. Notably missing from the current shopping choices available to survey respondents are culturally specific fresh and prepared food items.

Following are the summarized results from each survey section.





### Skills and Abilities

This section was utilized to develop an asset inventory of the Latino Community. The question was open-ended (What are your skills and abilities?) and a coding method was developed to identify prevalent themes in answers. The respondents revealed 39 different skills and abilities which were aggregated into the following larger themes: Food Preparation, Education, Construction Trades, Arts/Entertainment/Media, Building and Maintenance, Personal Care/Health, Management/Business, Sales/Office Work, and Installation/Repair. These themes were aggregated based on industry groupings provided by the Bureau of Labor Statistics as well as personal judgment. The response rates listed do not equal 100% due to multiple answers as well as some missing answers from respondents.

Thirty-nine percent of respondents reported food preparation skills, 22% identified sales and office-related skills, and 16% highlighted management and business skills. Of all respondents, 55% have not been paid for their skills and abilities and 45% have been paid.

### Business Interest

Questions under this section were used to identify business start-up interest. An overwhelming 84% of respondents are interested in starting their own business and 82% are interested in starting a business in a new Mercado. Only 3% of respondents were undecided and 13% were uninterested. This section further identified what types of businesses people would want to own. Seventy percent reported wanting to start some sort of food preparation business (i.e. restaurants, food carts or grocery stores), and 19% are interested in owning a fee-for-service type of business like landscaping and gardening, home and office cleaning, or childcare. Eleven percent of respondents were interested in retail while other interests included artisan goods, mechanical repair (including auto-repair), real estate, shipping, and entertainment.



This section further identified perceived challenges to starting a business and 64% of respondents identified business financing as their primary concern. Following this, 49% of respondents were unsure about business licenses and permits and

40% were concerned with their ability to use the English-language in business. Fifteen percent were concerned with citizenship status and other concerns were related to advertising and business promotion, a fear of losing everything, finding an appropriate location, concern about a need for their goods, the current economy and levels of general or business education needed to be successful.

### Shopping

Shopping habits of respondents were also identified in order to ascertain whether a Mercado would be an appropriate resource for the community. Survey results showed that while just over half of all respondents shop at Winco, half of all respondents also frequent Mexican or Latino stores to find culturally appropriate items. Behind this preference was Wal-Mart with 20% of respondents shopping there. While price is a driving factor for the Winco and Wal-Mart choices, only 15% of people shopped at Winco or Wal-Mart because they actually liked the available products. The products that people were least likely to find were preferred Mexican/Latino brand products, fresh culturally-appropriate produce, home-country foods, handmade tortillas, and a number of goods not available at Winco or Wal-Mart for the Latino Community as perceived by respondents.

### Mercado Location and Participation Interest

The last two sections asked where a Mercado should be located and if the respondent was interested in opening a business in a new Mercado. Thirty-one percent felt a new Mercado should be near their home, highlighting a desire to be able to make short trips to and from their home and the Mercado. Looking further into this it was established that respondents who stated they would prefer the

Mercado near their home were themselves located in outer SE Portland, Gresham, Vancouver, and N/NE Portland. Twenty-seven percent of respondents directly stated that a new Mercado should be located in Gresham and 12% stated that a Mercado should be located in a Latino neighborhood in general. An overwhelming 82% stated their positive interest in opening a business in the new Mercado, 13% were not interested and 5% were undecided on the matter.

#### Summary of Findings

There is a strong case for organizing a Mercado in the Portland Metro region. Because so many people identified price as a key factor in shopping choice but also identified a lack of available culturally preferred goods in those stores, there is an opportunity to meet the community need of affordable culturally appropriate goods. A Mercado could provide those products and satisfy those needs.

Additionally and specifically important, there were a number of comments from the survey respondents mentioning that safe spaces for youth to gather as well as keep out of trouble are highly desirable. A Mercado which may naturally be a culturally gathering place could serve this purpose well, especially if combined with programming from Hacienda CDC and other partnering non-profits.

From this survey we obtained contact information of those wishing to be involved in the development of a possible Mercado. We planned our next outreach process in the form of a community workshop to vision a new Mercado and invited each of the people who indicated interest in the Mercado project. This information follows in the next section.

## Community Workshop Findings

### Introduction

Our Adelante Planning team and Hacienda CDC held a community workshop with members of the Latino Community at St. Michaels and All Angels Church in the Hollywood District of Portland, Oregon on March 26, 2011. Survey participants who indicated interest in both attending a meeting about a new Mercado and/or being a business owner were specifically solicited through phone calls in the weeks prior to engage and invite them to the meeting. Invitations were also extended to students currently enrolled in Hacienda CDC's business education class. The workshop was conducted in Spanish and began with a welcome speech by Pietro Ferrari and Nathan Teske of Hacienda CDC. We gave a short presentation on the state of Latino's in the Portland region as well as information regarding the reasons for a Mercado as an economic development strategy. One member of Adelante Planning and three bilingual volunteers facilitated the small group workshop sessions.

The Purpose of the Community Workshop was five-fold:

1. Stimulate organization and momentum in the community about creating a new Latino Public Market in the Portland area
2. Identify specific business types, goods, and services that should be provided in such a market
3. Identify site selection criteria for a market
4. Identify challenges to creating a market for the community and accompanying potential solutions
5. Identify desired ownership structures for a market

Participants at the Community Workshop explain attributes of the Mercado plan they designed together.



Table 1: Card Categories and Breakdown by Type

Food	Goods	Services	Site Amenities
• Bakery	• Grocery Store	• Herbalist/ Traditional Medicine	• Cultural Center
• Cake/Pastry Shop	• Shoe Store	• Photographer/Videographer	• Farmer’s Market
• Fruits and Vegetables	• Jewelry Store (two total)	• Computer Repair/Store	• Near Public Transit
• Butcher	• Bridal Store	• Hairdresser/Barber	• Near Parks
• Ice Cream Shop	• Quinceañera	• Alterations/Tailor	• Food Carts
• Candy Store	• Clothing Store (two total)	• Auto Repair/Detailing	• Parking Lot
• Restaurants (six total)	• Furniture Store	• Clinic	• Street Parking
	• Leather Goods	• Dentist	• Near City Center
	• Artisans (four total)	• Chiropractic Services	• Near event space
	• Florist	• Pharmacy	
	• Bookstore	• Massage/Acupuncture	
	• Music Store	• Insurance Broker	
	• Electronics Store	• Tax Preparation	
	• Cell Phone Store	• Bank	
	• Party Goods Store	• Translation Services	
	• Religious Store	• Employment Center	
	• Nutritional Store		

**MARKET SCENARIO ACTIVITY**

To stimulate organization and momentum in the community as well as to identify specific business types, goods and services, we created a hands-on activity in which participants built their own Mercado. Thirty-three adult participants broke into small groups of five to eight people and worked with a facilitator to come to a consensus on vendor types for the public market. Facilitators took notes on strategies discussed and decisions made within each group.

The activity was comprised of a Mercado scenario board with 26 empty vendor spaces. To fill these spaces we created four categories of Mercado cards: food, goods, services, and site amenities. These four categories consisted of over 40 different use-types (See Table 1). Each group was tasked to create a market from a consumer perspective and to choose from the available uses to fill in the 26 spaces. Additionally, each group was given blank cards to add their own ideas for businesses, goods, or services. Each market scenario board also included spaces outside the internal market space for three site amenities to help us determine criteria for the site selection process.

### Market Scenario Results

Through a comparison analysis of each group market scenario, we were able to determine occurring trends. Out of the five groups, one group focused on creating a services-oriented market, while the other four groups chose to create a market consisting primarily of food and goods. The following summary results exhibit the preferred vendor choices among the five groups.

### Predominant Vendors

All five groups agreed that the Mercado should contain a cultural center, restaurants, a butcher, a florist, an herbalist, a computer repair shop, and hairdresser. All believed that the Mercado should have a parking lot and be near public transportation options for those without a vehicle.

Four of five groups identified that artisans, fresh produce, prepared foods and snacks, retail shoe and clothing stores, electronics, and religious goods should be available in a Mercado. Also

emphasized was the need for a photographer/videographer shop and ATM. Three of the five groups identified a small grocery store within the Mercado, perhaps as an anchor tenant, a bakery, a Quinceañera shop, a pharmacy and clothing alteration services.

Workshop participants also identified a need

for a variety of restaurants, not surprising when considering the amount of interest in people starting a food-oriented business. The following cuisines were identified as desirable in a Mercado: Mexican, Salvadorian, Venezuelan, and Chinese. Additionally, restaurants that cater specifically to families were requested and restaurants that specialized in breakfast foods were highlighted. There was also mention of creating food gathering spaces targeted towards youth and youth music. In general, all

participants wanted culturally specific food like tamales, quesadillas, tortas, and cemitas as prepared foods ready to go.

In terms of artisanal types of shops, participants were interested in the availability of international goods, jewelry, clothing, gifts, religious goods, and art. Additionally and in the spirit of creating their own Mercado, participants contributed their own ideas not represented on the pre-made cards (blank cards for this purpose were provided). Among these user-generated additions were ATMs,

bathrooms (smart!), safe places specifically for youth to spend time, as well as a tortilleria.



Five groups considered desired aspects of the Mercado

### Suggested Vendor Combinations

Although each group was given a market scenario with only 26 vendor spaces, it is clear that the groups were unsatisfied with the scenario constraints as the end result were markets with more than 26 businesses. This was demonstrated by adding more vendors than spaces available and also through combining certain goods and services into a single shared vendor space. Multiple groups paired the Candy and Party stores, the Bakery and Pastry shop, the Butcher and Fish Market, as well as the Herbalist and Nutritional stores. Additional pairings included the Bridal Store and Quinceañera shops, the Shoe Store and Leather Goods, and Computer/Cell Phones/Electronics.

### Market Arrangement

As part of the workshop activity, each group was asked to think not only as Market developers, but also customers and to imagine where the ideal placement of shops. This exercise produced varying results among the groups and each market had a unique arrangement of goods and services. One group focused on service based uses and placed the clinic, bank, and employment center at the entrance of the market along with other services such as tax preparation, barber/hairdresser, and a computer repair store. Restaurants and stores carrying specialty foods were placed in the rear. Similar to the service-oriented group, another group chose to place restaurants and specialty food stores toward the rear but goods and services were mixed throughout. Another group took the opposite approach and placed restaurants and specialty food stores at the front of the market, goods in the center and services toward the rear. Two groups placed the cultural center in the front of the market, two in the center, and one group suggested that the cultural center be a separate space on the outside of the market. All four groups that identified a need for an ATM placed this service at the front of the market.

### Conversations at the Table

During the activity, facilitators were asked to record suggestions and the decision-making process of participants about the physical layout of the market and why certain stores should be included. These are ideas that could not be captured on the game board but are also important as they highlight community engagement and helped to identify possible community Mercado organizers as the market project moves forward.

Participants discussed in-depth ideas for a physical layout of a new Mercado as well as what types of products and services should be included. This deeper discussion brought out many themes that were seen in the physical layout of the created Mercado examples, emphasizing that the market should contain a variety of stores and that similar uses should be placed near one another. Some groups thought that the market could have two stories with the first floor containing goods and foods and the second floor containing services. An alternative to this was the first floor with goods, foods, and services and the second floor with a library or bookstore.

Many groups thought the restaurants should be in the back of the restaurant to increase foot traffic moving through the market and other groups wanted to place the most “attractive” shops in front to bring people in (perhaps a florist or bakery). Other groups still stated that services should be in front, all groups discussed the need for ATMs throughout and one group identified that underground parking might be appropriate depending on the site selected for development. Nearly all groups emphasized the need for a cultural center located in front or as an addition or extension outside of the market. People also discussed the idea of reserving space for smaller, free standing artisan booths. People liked the notion of food kiosks located near open areas that could be used for music and entertainment. Additionally, some people expressed need of an auto repair / detail shop located as an extension on the back of the market.

Some services that were detailed even further included trusted and vetted tax preparation services, workforce and employment services, as well as legal services. People identified that the cultural center should be available for parties and rentals until 3 or 4 a.m. Furthermore, a space for youth with no alcohol where they could be safe and have fun was also identified. Other services people would like to see available include classes on crafts, dance, exercise, group meetings and other events as needed.



Characteristics of the Mercado, described by interested customers and business owners

### Barriers, Solutions, Ownership and Names

After the individual activity session, each group presented to everyone and then regrouped with facilitators to discuss barriers to business entry as well as possible solutions to overcome those barriers. Lastly, they discussed ownership structures in order to begin a conversation that would continue through the planning process.

Barriers to entry ran the gamut and included financing options, obtaining low interest loans, obtaining trusted banking services, procuring equipment, importing goods, permits and licensing, marketing, effective business administration, language barriers and social security / citizenship concerns.

Possible solutions included assistance with business plans and education through Hacienda CDC and other non-profit led entrepreneur classes. People thought that Hacienda CDC should play an important role in building work-force capacity and that additional education in English, Business English, Business Administration and Computer Literacy would be important. People considered the possibility that Hacienda CDC, community banks and investors would help with financing and that building partnerships with community financial institutions could help provide funding avenues for small business ownership. The idea to create a pooled Mercado savings account was also discussed.





### Interviews

Our Adelante Planning team conducted several interviews with economic development professionals and stakeholders in the Portland Metro region. The intent of these interviews was to gather information regarding attitudes toward placing a Mercado in Portland, community outreach strategies, partnerships and other key stakeholders to involve, potential available sites and site selection criteria as well as market and financial analysis considerations. Memos drafted for each interview can be found in the appendix of this report. Below is a summary of each interview.

**Karen Guillén** – Chapman of the City of Gresham was interviewed on February 11, 2011. The discussion centered on the business climate in Gresham, in particular access to business services by the growing Latino population in Gresham. Karen suggested working with and engaging the Oregon Association of Minority Entrepreneurs (OAME) and Mt. Hood Community College, Economic and Workforce Development Division. Karen felt that Gresham may benefit from locating a Mercado within its boundaries.

**Debbie Bischoff**, NE Portland District Planner was also interviewed on February 11, 2011. Debbie immediately showed excitement at the possibility of such a development in the Cully neighborhood located in NE Portland. Important information on the Cully neighborhood was disseminated that could assist the Adelante Planning team in identifying assets and amenities for a potential Mercado in Cully. Debbie thought the new Main Street program being launched in Cully could be well aligned with the development of a Mercado. We were informed of the lack of commercial development in Cully and the need of its large Latino community to purchase the goods and services they require and seek. Debbie expressed interest in keeping abreast with the project.

**Alma Flores**, Economic Development Manager of the City of Beaverton was interviewed February 18, 2011. Alma guided our team to several reports and studies outlining the use of public markets as an economic development strategy. Alma also provided us with valuable insight from the Mercado Central experience in Minneapolis, Minnesota. She spoke to the importance and opportunity of involving the Portland area's Latino community in economic development. Advice was offered about being sensitive to cultural differences and the challenges and rewards that come with working for and with underrepresented groups. Alma also suggested some sites that could be viable for the project and stated that an affordable housing component and/or office space could serve the project well.

**Ron Paul**, Director of the James Beard Portland Public Market was interviewed on February 24, 2011. Practical advice was provided by Ron that helped formulate realistic goals and objectives for the project. He stressed that a strong market for the goods and services provided by the Mercado must be in place. He also stressed the importance of garnering support for the project especially among elected officials. Stakeholders should think of not only current needs, but also long term needs of the potential customers and vendors at the Mercado. A suggestion to make transit part of the site criteria was provided by Ron.

**Michelle Reeves**, independent consultant at Michelle Reeves: Rethinking Urban Places, was interviewed on March 2, 2011. She is passionate about putting control of the Mercado project in the hands of the stakeholders in order to create opportunities for the Latino Community in the Portland area. She believes, the Mercado must remain authentic and not fall to outside pressures. Results of the Mercado must be seen and communicated with the community as a whole. Michelle stated that the Mercado project will be a large project, physically and politically and Hacienda will need to partner with other agencies to provide the best opportunity to vendors of the future market.

**Paul Verhooven**, Executive Director of the Portland Saturday Market was interviewed on March 2, 2011. He provided the our group with information about business strategies which have worked at the Portland Saturday Market. For the Mercado he suggested that it be kept true to its mission and that admittance of vendors be carefully monitored. Paul believes there is great potential to market such a project in the area and that a large customer base could be attracted. He suggested that the organization or individuals with ownership of the Mercado set up a non-profit C (6) organization. He stated that the Mercado could align with many organizational strategies the City of Portland and the Portland Development Commission have outlined in their planning efforts.

**Chris Yake**, Transportation Oriented Development Planner at Metro was interviewed on April 13, 2011. He provided insight into utilizing programs through Metro in order to make a Portland Mercado a reality. He stated that a project such as a Mercado would require “championing” from leaders in the Portland area. Again, partnerships are essential to large projects with a cultural component. Chris also suggested that we work with an architect to acquire preliminary designs that folks can see and evaluate as the public can better grasp a project through visuals. He also suggested that Metro be involved once a site has been chosen and more substantive decisions about the Mercado are made.

**John Flory** of the Latino Economic Development Council in Minneapolis was interviewed via phone on April 17, 2011. He discussed the uniqueness of his group’s situation in that the Lake Street business owners came to his agency. John made clear that the mix of products offered in Mercado Central was important to the success of the project. He believes that a bakery, tortilleria, fruits and vegetables are the three most important goods to sell. Furthermore, market layout and design is integral to highlight these products in order to attract customers. Identification of the right individuals to become vendors should be

a priority when and if the Portland Mercado reaches that stage. The Community Stakeholder Advisory Committee (CSAC) that was formed in Minneapolis used a simple and transparent process to choose those vendors that showed the best promise of becoming successful business owners. Business plans were required of the potential vendors as John stressed the importance of financial feasibility not only in developing the project, but in the operations of each vendor. Lastly, John reiterated advice from other experts, that many different partners and relationships must be built in order to provide the vendors with a good support system.

**Michael Parkhurst** and **Michelle Kimble** of the City of Gresham Economic Development Department were interviewed on April 22, 2011. Both Michael and Michelle offered great suggestions for locating the project in Gresham or East Portland. They described great opportunities currently being offered by the city of Gresham for economic development projects. A discussion took place about other efforts to bring similar projects to Gresham but that did not pan out. The “Catalyst Site,” owned by the Gresham Redevelopment Commission, could potentially be used to locate or support the Mercado and an interesting alternative arose during dialogue for an interim outdoor Mercado along 188th Street in Gresham. In the summer of 2011, the street near the Max stop will be closed to vehicular traffic. The empty street could be used via permit for vendors currently interested in the Mercado concept and that would like to obtain some hands on experience. The duo also stressed the importance of starting early in securing funding and indicated that if the project receives good financial backing, it would have good leverage to continue successfully.

### Selected Case Studies

An investigation of ethnic markets from around the country revealed several interesting case studies that the Portland Mercado development process and team could learn from and take into consideration. The three case studies below demonstrate successes and challenges experienced by established public markets.



**Mercado La Paloma** is a Latino themed indoor public market in South Los Angeles, California. The market opened its doors in 2001 and was developed by the non-profit, Esperanza Community Housing Corporation. It provides a mix of goods and services with a focus on Mexican and Central American cultural specific products. A 34,000 square foot warehouse was acquired at the site by Esperanza Community Housing Corporation and redeveloped to serve as a public market. Initially, the project was budgeted at \$3 million, but total costs surmounted to \$7 million. The second floor of the market provides office space and houses other non-profits, agencies and small businesses. The steady income from the office space has been instrumental in keeping Mercado La Paloma afloat during times of vendor vacancies. When the Mercado first opened it charged rent based on a sliding scale dependent

on gross sales revenues the vendors experienced. This proved to be difficult to administer and Mercado La Paloma struggled to retain and attract vendors to sell at the market<sup>2</sup>. Mercado La Paloma later moved to charging a fixed rate for rent. The market also offers business classes and financial training to its vendors.

<sup>2</sup> Maher, Grefory. "At a Crossroad." National Civic Review 90.2 (2003): 199–202. Print.

## ADELANTE PLANNING

**Mercado Central**, (pictured at the bottom of this page) opened in 1999, is an indoor public market in Minneapolis, Minnesota. The market began as a grass roots effort led by Latino business owners along Lake Street.<sup>3</sup> The catalyst to the formation of this group were city plans to bring a new ethnic, chain grocery store to the predominantly Latino commercial corridor. Business owners were concerned they would be displaced. Once the group was formed, they partnered with the Latino Economic Development Center (LEDC) to organize into a Community Stakeholder Advisory Committee (CSAC). Along with several other organizations, they were able to develop Mercado Central which today is home to 48 thriving small businesses.

It is worth noting that Mercado Central has become a cultural asset in Minneapolis. The Latino Community has since been more engaged as they have set roots in the city and surrounding areas. Mercado Central has served as an impetus for other commercial development and draws from a regional customer base. Despite gentrification forces in the Lake Street area, businesses in and surrounding Mercado Central have remained largely Latino owned and run.

**Fruitvale Public Market** (directly below) is an indoor and outdoor public market in Oakland, California. The market consists of 21 vendors and is 7,000 square feet in size. It was developed by the Unity Council, a non-profit community development corporation as a business incubation strategy<sup>4</sup>. In this market, there is a mix of goods and services from all over Latin America. The Fruitvale Market is in close proximity to the regions transit system, making it accessible to a large customer base in the San Francisco Bay Area. It serves as a regional attractor for unique goods and services.



<sup>3</sup> Sheehan, GERALYN. 2008. "Building the Mercado Central: Asset Based Community Development and community entrepreneurship in the USA." From Clients to Citizens: Communities Changing the Course of Their Own Development: 63.

<sup>4</sup> Jones, D. W. Oakland's Fruitvale Village: Its Transportation Benefits and Commercial Difficulties. August 2006.



# Site Selection

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The site selection process reflects the Mercado's purpose to serve as a tool for community economic development, neighborhood revitalization, and building social capital. We performed a thorough analysis of available sites in the Portland Metro region and recommend four sites and market areas for locating the Portland Mercado. Identifying these sites advances planning efforts for a successful Mercado in the following ways:

- Makes possible site specific financial considerations and market analyses which will help initiate conversations with potential developers, real estate development experts, and investors
- Creates a foundation for building localized partnerships and social capital
- Reveals various incentives and opportunities available for Mercado development in different jurisdictions
- Identifies potential political, financial, social, and physical obstacles and opportunities
- Targets local outreach and public process activities required for successful integration of a future Mercado into the existing urban fabric

### Methodology

To select potential sites for locating a future Mercado, we developed minimum and ideal development program characteristics based on case studies of other public markets, conversations with Hacienda CDC, and interviews with public market directors, and economic development and planning professionals. The qualities of a minimum functional program and an ideal program were used to evaluate potential sites for the feasibility of a Mercado development.

A minimum program represents fundamental site characteristics for the desired Mercado development and will include these elements:

- Zoning, permits retail trade and service
- At least 0.78 acres; no more than 2.1 acres
- Well connected to regional transportation systems including roadways and public transit
- Availability of truck loading and transfer facilities
- Highly visible locale

An ideal program includes all minimum program elements and adds other desirable elements to enhance development feasibility and promote overarching community economic development goals. The ideal program includes these elements:

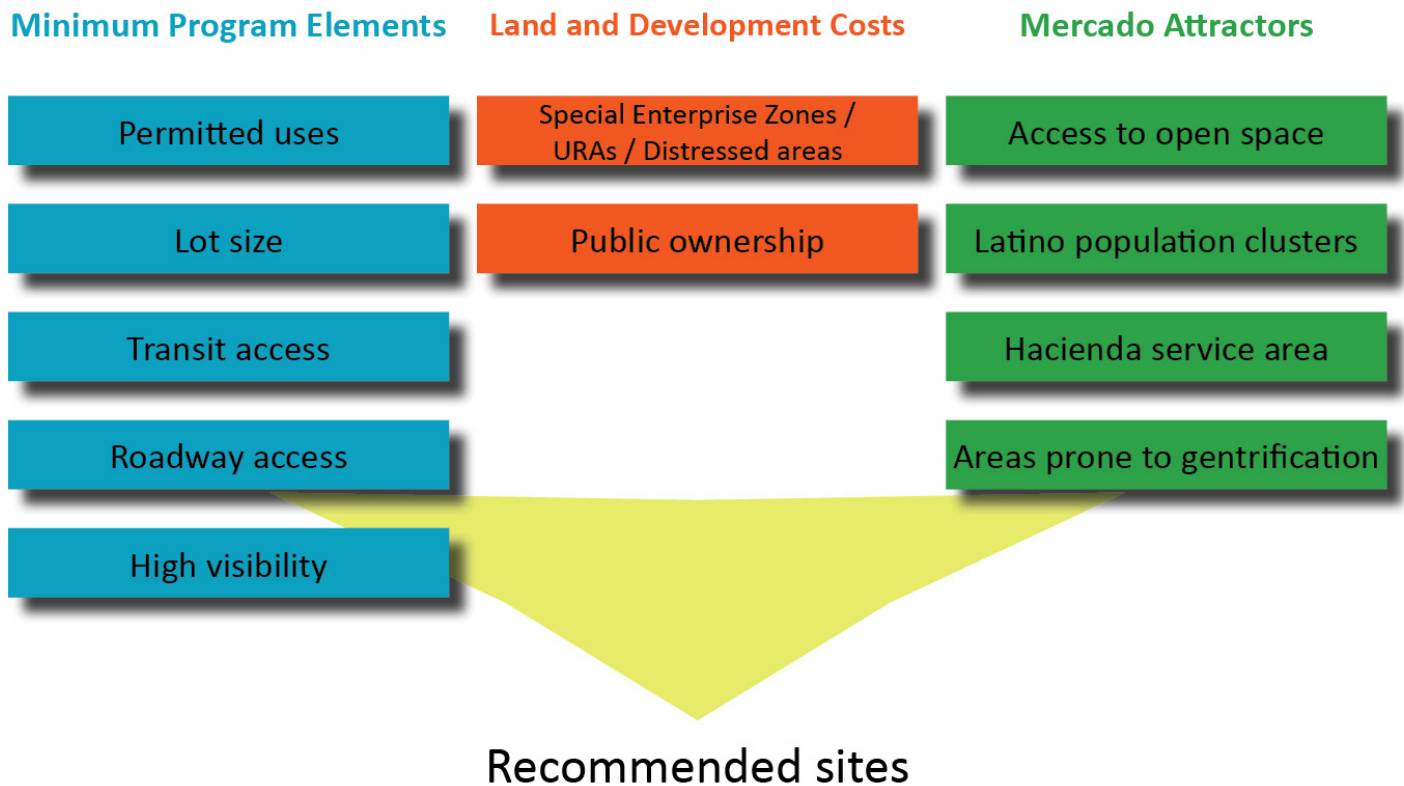
- Zoning permits mixed-use development including multifamily, residential, and/or office uses
- Zoning permits outdoor commercial uses
- No cost property acquisition through public grant
- Location in a development incentive zone such as an Urban Renewal Area and/or business license and development fee waiver area
- Location in an area qualifying for New Markets Tax Credit or Affordable Housing Tax Credit
- Property is already owned or under lease by Hacienda CDC
- Location is proximate to facilities currently owned or used by Hacienda CDC
- Location is easily accessible to areas with a high or growing number of Latino households
- Area and neighborhood plans are specifically supportive of commercial revitalization
- Area and/or neighborhood could benefit from a Mercado as a community anchor in the face of displacement of minority and low income residents
- Location is proximate to a publically accessible park or open space

### Site Identification and Evaluation

Potential sites for the Mercado were developed from a combination of suggestions from informed advisors and analytical methods following the conceptual methodology shown in Figure 2. Discussions with community leaders, planning, and economic development professionals identified several potential locations for a Mercado. To supplement and expand upon this information, we conducted a GIS analysis using demographic data from the

U.S. Census along with tax lot, assessor, zoning, and transportation information compiled in the METRO RLIS database from cities and counties in the region. This method allowed us to identify individual properties which meet minimum and ideal program requirements and initially resulted in a “long list” of 80 sites. Several key site characteristics including location within an Urban Renewal Area, lot size, zoning, development potential, and general proximity to Hacienda services were chiefly employed.

Figure 2: Site selection conceptual methodology

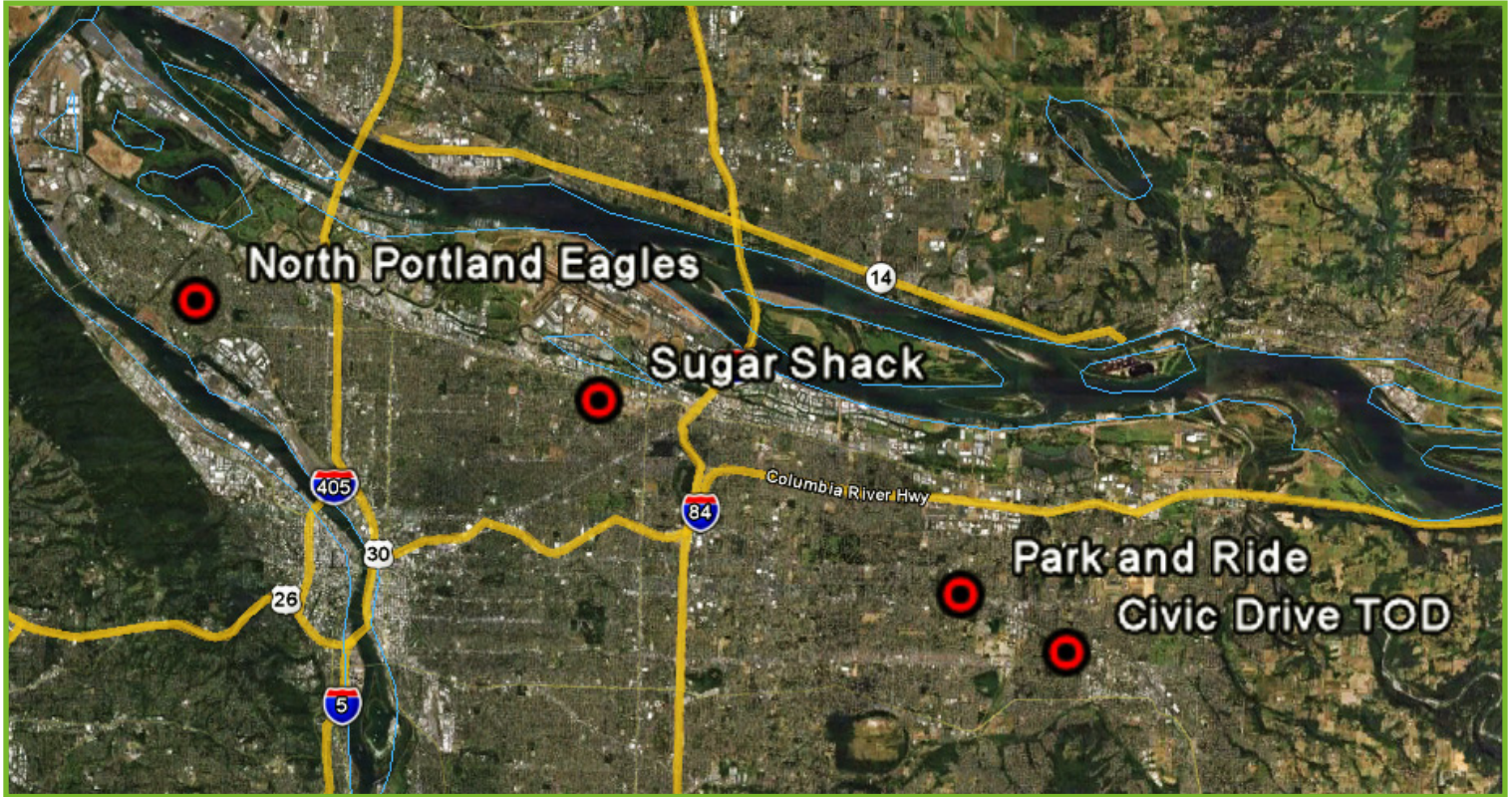


A “short list” of eight sites was developed through a finer-detailed application of the site selection criteria in a weighted matrix to produce an index score for each site (See appendix). Evaluation was based on zoning, development incentives, lot size, access to transit, traffic, proximity to open space

and displacement pressure. Scores were tallied in the matrix to compare and evaluate sites with the greatest potential. Four of the most promising sites were identified for additional financial and market analysis.

**Figure 3: Overview of recommended sites**

Source Google Earth



## Recommendations

Adelante Planning chose four sites for a financial analysis (Figure 3). These include:

- The Eagles Lodge, an underused Fraternity of Eagle Lodge in Portland’s Portsmouth Neighborhood located at North Lombard and North Exeter Street
- The Sugar Shack, a commercial strip with adult-themed business in Portland’s Cully Neighborhood, on NE Killingsworth Street
- The Park and Ride, a Tri-Met owned lot in the Rockwood area of Gresham located at 18324 East Burnside
- Civic Drive, a vacant lot owned by Metro that is slated for transit-oriented development located at 16th Avenue and Civic Drive in Central Gresham

Two other sites owned by the Portland Development Commission were removed from the list because of uncertainty about their availability. A former Rite Aid store in west Gresham is also not recommended for further analysis because it scored poorly on the evaluation matrix.

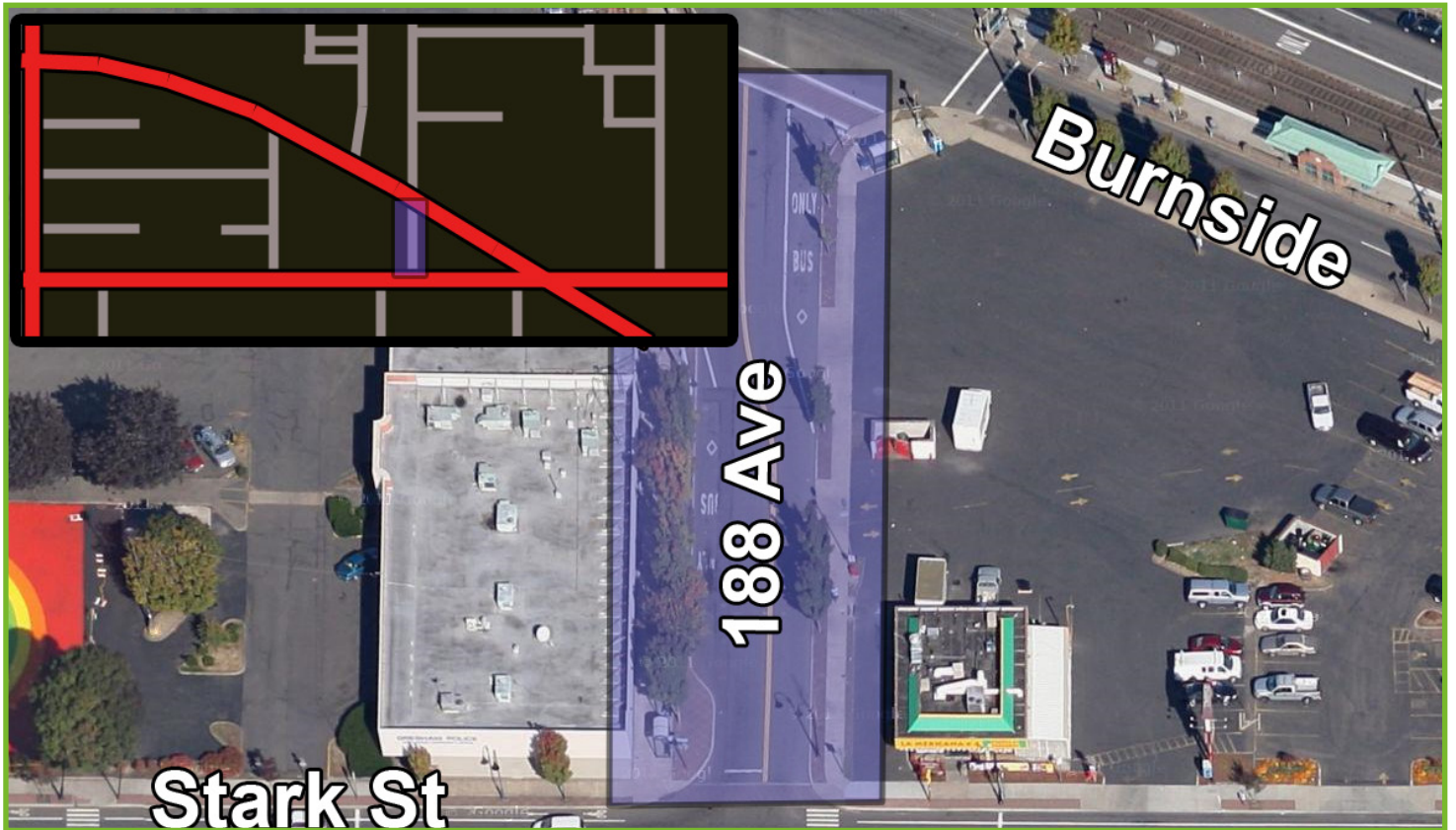


### **Supplemental interim Mercado strategy**

The process of identifying sites for the Mercado and conversations with stakeholders about founding a community advisory committee yielded the possibility of creating an interim or temporary market site to precede full Mercado implementation. An interim Mercado could be established at a currently underutilized space with low capital cost and would provide vendors and organizers an opportunity to work together, serve as a vehicle for growing goodwill and lasting relationships in the surrounding neighborhood. Additionally, an interim Mercado would help foster networks of support by providing evidence to investors and agency stakeholders of the Mercado's viability and community benefits.

While no specific process for identifying interim locations was carried out for this report, discussions with the City of Gresham Economic Development staff revealed the potential for a temporary Mercado at or near the former Rockwood Fred Meyer site located at East Burnside and Stark Street. The large lot, referred to as the Catalyst Site, is owned by the Gresham Redevelopment Commission which has issued a Request for Proposal (RFP) for commercial redevelopment. The realignment of 188th Avenue at the Catalyst Site creates an unused space which could house an interim Mercado. (Figure 4) Opportunities also exist in privately held parking lots adjacent to the Catalyst Site. It is recognized that a permanent Mercado at the Rockwood Park and Ride is potentially compatible with an interim Mercado at 188th Avenue and Burnside Street.

**Figure 4: Possible Rockwood interim Mercado site**  
Source Google Earth





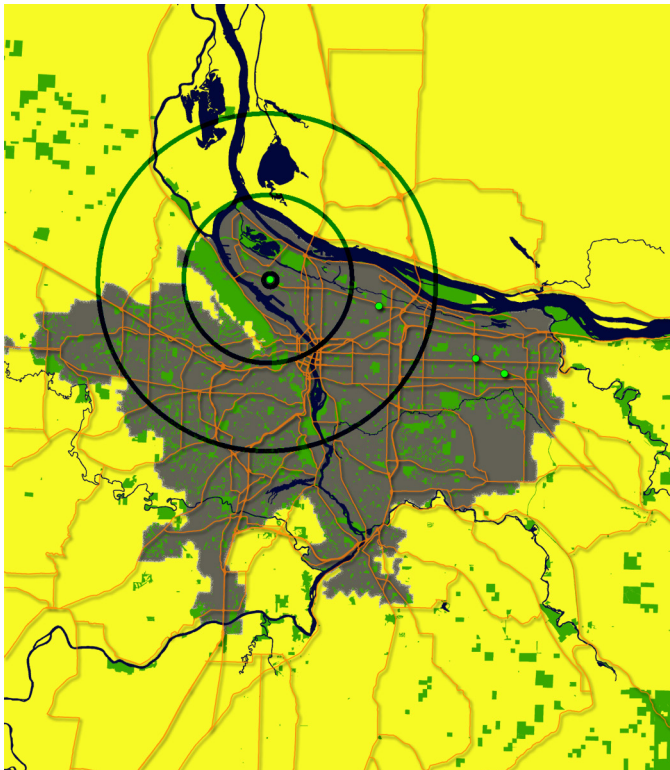
# Market Analysis

Following the site selection process, an initial market analysis of the four recommended sites was prepared. An interesting feature of the market analysis is that it is focused in areas not traditionally recognized as strong for new development. Because of the nature of this community economic development project, the goal of the analysis is to illustrate the capacity of the Latino community to contribute to new development as it is subsequently

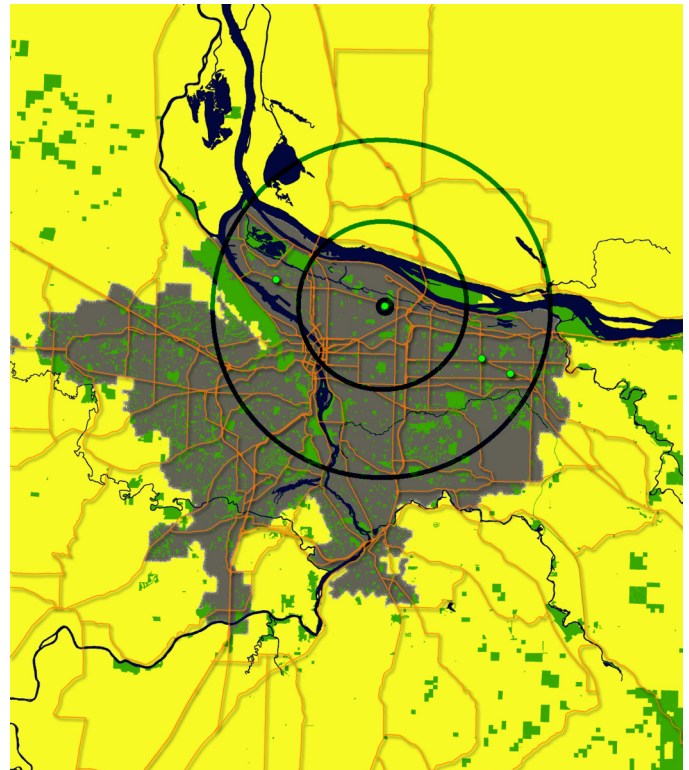
used to create local jobs that will create revenue streams to inject into the community. All of the sites selected for the Mercado are in areas more densely populated with Latino residents who typically have lower incomes than non-Latinos. That said, the emphasis of the market analysis is to portray opportunities that may buck the trend of conventional wisdom in new development site selection.

**Figure 5: Market sheds in half mile, 5 mile, and 10 mile radii for possible Mercado sites**

North Portland Eagles Lodge



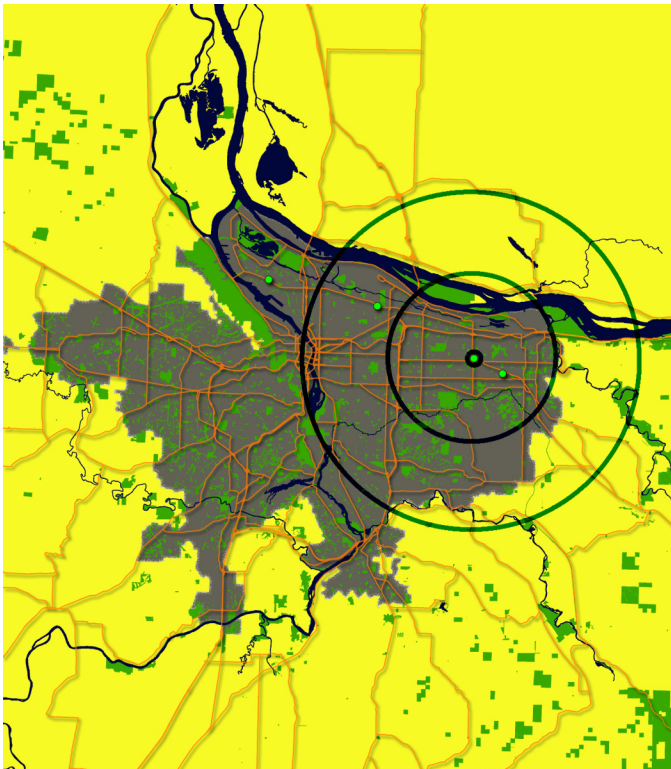
Sugar Shack



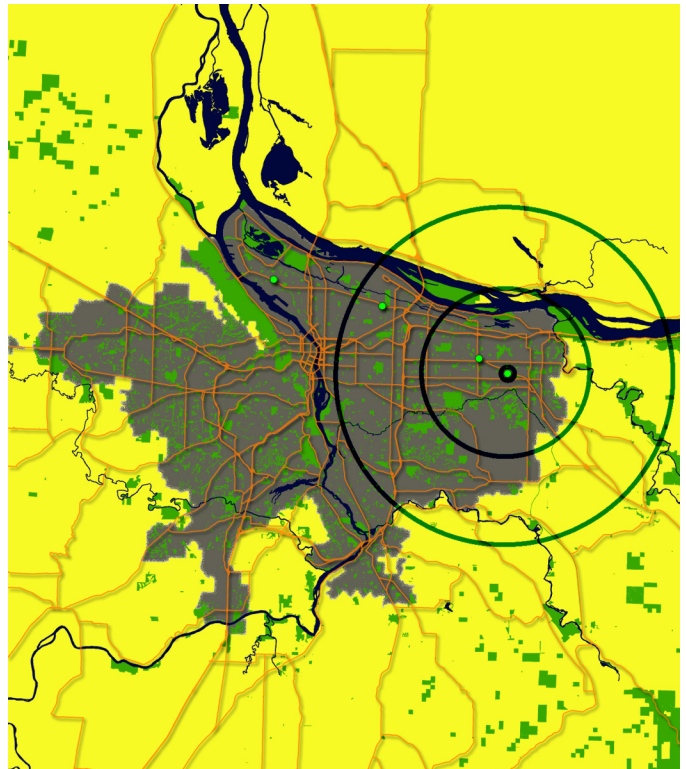
The market analysis utilizes data from the 2010 Census and is divided into four sections: Population by Race/Ethnicity, Income and Education, Population by Age, and Overall Community Profile. The data is further divided to illustrate the consumer base around each site at half-mile, five-mile, and ten-

mile radial intervals. The analysis further informed recommending appropriate site locations to Hacienda CDC for a new Mercado. Below are illustrations of the market sheds for each site where the concentric rings represent the mile intervals followed by consumer demographic details uncovered in the market analysis.

Rockwood Park and Ride



Civic Drive TOD



### Population By Race/Ethnicity

Table 2 illustrates the side-by-side comparison of the four sites in terms of race/ethnicity composition. Our rationale supports high concentrations of Latinos in the immediate area of the site as this will allow the best access for daily patronage to a Mercado. With this in mind it is evident that the Tri-Met Park & Ride site has the highest concentration of Latinos within a half-mile radius at 43.6% closely followed by the Sugar Shack adult-business site with a 41.4% Latino concentration in the half-mile area. Both percentages (in fact, all site-location percentages of Latinos) are projected to increase through 2015 and beyond. It is also apparent through our survey data collected that Latinos are willing to drive considerable distances for preferred shopping venues, coming from as far away as Kelso and Longview, Washington, approximately 50 miles from Portland, OR. While this is certainly not the norm, it demonstrates that Latino populations seeking shopping places that also serve as cultural gathering places (like the flea markets currently in Gresham, OR) are willing to travel considerable distances. A Mercado would also fill this niche. Additionally, the number of whites and other races in the areas immediately outside of the half-mile radius contribute the more traditional economic profiles that serve as an indicator of success for new development. As a new Mercado will provide a shopping opportunity and experience that is not currently available<sup>5</sup> in the Portland area, it is within reason to estimate that these residents will also choose to shop at a Mercado from within a five to ten-mile radius of a Mercado location.

### Median Age

The median age of consumers in nearly all our market sheds fall within the 25-34 age bracket. However, the 35-44 age bracket is considered by the Bureau of Labor Statistics to be at the prime of earned income<sup>6</sup>. Additionally, within the half-mile radius of three of the four sites we see that Latinos are actually the youngest. While this does not traditionally bode well for market feasibility, this illustrates the possibility that these site locations are growing into their consumptive primes. The placement of a Mercado in one of these areas may fulfill services for a growing customer base as well as contribute to job creation (to inject more income into the area) for this demographic. Additionally and as mentioned previously, this age group, particularly within immigrant populations is more likely to start small businesses<sup>7</sup>. With an opportunity such as that provided by a Mercado, the potential realization of increased incomes and more spending power is quite possible.

Of special note is the half-mile radius of Civic Drive. This is the one anomaly within the half-mile radius of the site. This area actually has an older median age, in the 45-54 age bracket. This can be explained as this site is also located near New-Urbanist-style townhomes within a 1-minute walking distance. The market-rents for these new developments are garnering 25-35% over premium compared to other housing units in Gresham<sup>3</sup> indicating a higher level of disposable income for a Mercado. Simultaneously, this site is in proximity to neighborhoods with high concentrations of Latinos just outside the half-mile radius, although the population concentration is not nearly as high as either the TriMet Park & Ride site or the Sugar Shack adult-business site.

<sup>5</sup> While there are a number of Latino stores and flea-markets in Portland and Gresham there is no well-maintained public market with trusted services specializing in Latino products. Simultaneously, the Fubonn Shopping center along 82nd Avenue in Portland is a market that specializes in items for the Asian community that has also become a destination shopping choice for non-Asians.

<sup>6</sup> BLS, (2011). Bureau of Labor Statistics. Retrieved from <http://www.bls.gov/cpi/>.

<sup>7</sup> McGlade, M. & Dahstrom, M., (2001). Salir Adelante: A needs and assets assessment of the Hispanic Community of Multnomah County. Latino Network: Portland, Oregon.

## Income

A typical market analysis recognizes that it is desirable to have higher income levels surrounding a development site to ensure higher disposable incomes to support the development. However, as this project is focused on economic development in an underserved and higher-needs Latino area, lower incomes will be considered an important indicator of where to locate a Mercado development in order to ensure opportunity for community revitalization. Additionally, as this development type is specific to serving the needs of the Latino community it should not be discounted as a liability. Caveats are that there must also be community buy-in and support for the Mercado as well as careful planning and support to ensure the success of businesses within the Mercado. The potential for success will be greatly enhanced with community organized support, partnerships with trusted community based organizations, and training and education to support emerging small business owners at a new Mercado. The Mercado project presented here is just such a project with

these partnerships, participation, and supportive programming which is imperative when taking into consideration potential for success at the sites reviewed in this market analysis.

Table 3 illustrates that median-household incomes surrounding all four sites are lowest in the half-mile radius and that they increase in the five and ten mile market sheds, from between \$40,000 a year to \$58,000 a year per household in the half-mile radius and expanding to between \$58,000 to \$60,000 at the ten-mile radius. Looking specifically at per capita income, these are significantly lower in the half-mile radius in three of the four sites. The Civic Drive site stands alone with \$26,120 in the half-mile radius and per capita incomes actually decrease further from the site. The other three sites have the lowest per capita income in the half-mile radius and are between \$15,550 and \$22,880. For the other three sites per capita income increases further from the sites.

<sup>8</sup> Interview with Chris Yake, METRO, 4/17/11

## Creating a Community-Inspired Latino Public Market

**Table 2: Population by Race/Ethnicity for each site at half-mile, five-mile, and ten-mile market sheds**

Site	TriMet Park & Ride (Gresham)			Civic Drive TOD (Gresham)		
Shed	0.5 Miles	5 Miles	10 Miles	0.5 Miles	5 Miles	10 Miles
<b>2010 Population</b>	9,545	270,650	815,281	5,016	214,807	675,309
<b>2015 Population (Forecast)</b>	10,177	291,832	872,157	5,669	232,045	723,695
<b>2010-2015 Annual Rate</b>	1%	2%	1%	2%	2%	1%
<b>2010 Population by Race/ Ethnicity</b>	9,545	270,650	815,283	5,016	214,806	675,309
White Alone	58%	76%	78%	84%	78%	79%
Black Alone	3%	3%	5%	1%	2%	3%
American Indian Alone	1%	1%	1%	1%	1%	1%
Asian or Pacific Islander Alone	3%	7%	7%	3%	5%	7%
Some Other Race Alone	28%	9%	6%	7%	9%	6%
Two or More Races	6%	5%	4%	4%	4%	4%
<b>Hispanic Origin</b>	<b>44%</b>	<b>15%</b>	<b>11%</b>	<b>12%</b>	<b>15%</b>	<b>11%</b>
<b>2015 Population by Race/ Ethnicity (Forecast)</b>	10,178	291,832	872,156	5,668	232,046	723,694
White Alone	56%	75%	76%	82%	77%	78%
Black Alone	3%	3%	5%	1%	2%	3%
American Indian Alone	1%	1%	1%	1%	1%	1%
Asian or Pacific Islander Alone	3%	7%	7%	3%	6%	8%
Some Other Race Alone	30%	9%	6%	8%	10%	6%
Two or More Races	6%	5%	5%	4%	5%	5%
<b>Hispanic Origin</b>	<b>48%</b>	<b>17%</b>	<b>12%</b>	<b>14%</b>	<b>17%</b>	<b>12%</b>
<b>Median Age 2010</b>	28.8	34.8	36.3	38.6	34.7	36.3

Note: While there are a number of Latino stores and flea-markets in Portland and Gresham there is no well-maintained public market with trusted services specializing in Latino products. Simultaneously, the Fubonn

## ADELANTE PLANNING

Site	Sugar Shack (N.E. Portland)			North Portland Eagles (N. Portland)		
Shed	0.5 Miles	5 Miles	10 Miles	0.5 Miles	5 Miles	10 Miles
<b>2010 Population</b>	4,614	346,713	1,065,343	6,241	182,828	922,149
<b>2015 Population (Forecast)</b>	4,795	366,659	1,138,726	6,631	196,931	982,136
<b>2010-2015 Annual Rate</b>	1%	1%	1%	1%	2%	1%
<b>2010 Population by Race/ Ethnicity</b>	4,613	346,713	1,065,345	6,241	182,828	922,151
White Alone	49%	72%	78%	71%	67%	76%
Black Alone	7%	9%	5%	7%	15%	5%
American Indian Alone	2%	1%	1%	2%	1%	1%
Asian or Pacific Islander Alone	7%	8%	7%	6%	5%	8%
Some Other Race Alone	30%	5%	6%	9%	6%	5%
Two or More Races	6%	5%	5%	6%	5%	5%
<b>Hispanic Origin</b>	41%	11%	11%	18%	12%	11%
<b>2015 Population by Race/ Ethnicity (Forecast)</b>	4,794	366,660	1,138,727	6,631	196,930	982,137
White Alone	47%	71%	76%	69%	66%	74%
Black Alone	7%	10%	5%	7%	15%	6%
American Indian Alone	2%	1%	1%	2%	1%	1%
Asian or Pacific Islander Alone	7%	8%	7%	6%	6%	9%
Some Other Race Alone	32%	6%	6%	10%	6%	6%
Two or More Races	6%	5%	5%	7%	6%	5%
<b>Hispanic Origin</b>	45%	12%	12%	21%	14%	13%
<b>Median Age 2010</b>	31.4	37.9	36.1	34.9	36.7	36.4

Shopping center along 82<sup>nd</sup> Avenue in Portland is a market that specializes in items for the Asian community that has also become a destination shopping choice for non-Asians.



## Creating a Community-Inspired Latino Public Market

**Table 3: Employment, Income and Education for each site in 0.5 mile, 5 mile, and 10 mile market sheds**

Site	TriMet Park & Ride (Gresham)			Civic Drive TOD (Gresham)		
Shed	0.5 Miles	5 Miles	10 Miles	0.5 Miles	5 Miles	10 Miles
<b>Civilian Population 16+ in Labor Force</b>						
Civilian Employed	86.50%	88.70%	87.90%	89.20%	88.90%	88.10%
Civilian Unemployed	13.5%	11.3%	12.1%	10.80%	11.10%	11.90%
<b>2010 Household by Income</b>						
< \$15,000	17.90%	8.40%	8.50%	11.10%	8.20%	7.80%
\$15,000 - \$24,999	11.20%	8.30%	7.90%	10.10%	8.00%	7.60%
\$25,000 - \$34,999	11.50%	8.90%	8.30%	7.20%	8.30%	8.20%
\$35,000 - \$49,999	20.80%	16.80%	15.90%	14.20%	16.80%	15.90%
\$50,000 - \$74,999	20.70%	25.80%	24.90%	26.00%	25.40%	25.40%
\$75,000 - \$99,999	9.50%	16.50%	16.10%	15.20%	16.80%	16.40%
\$100,000 - \$149,999	6.60%	11.30%	13.30%	11.50%	12.40%	13.50%
\$150,000 - \$199,999	1.00%	2.30%	2.80%	2.80%	2.40%	2.90%
\$200,000 +	0.70%	1.70%	2.10%	1.80%	1.70%	2.10%
Average Household Income	\$48,973.00	\$65,709.00	\$69,023.00	\$65,264.00	\$67,014.00	\$69,986.00
Median Household Income	\$40,360.00	\$56,956.00	\$59,160.00	\$55,937	\$58,238	\$60,182
Per Capita Income	\$15,510	\$24,254	\$27,202	\$26,120	\$24,609	\$27,000
<b>2010 Population 25+ by Educational Attainment</b>						
Less than 9th Grade	16.70%	5.50%	4.10%	2.80%	5.10%	4.20%
9th - 12th Grade, No Diploma	13.60%	7.90%	6.70%	7.70%	7.60%	6.80%
High School Graduate	32.30%	28.60%	24.70%	29.10%	28.10%	25.40%
Some College, No Degree	19.40%	27.30%	26.20%	32.90%	28.10%	26.50%
Associate Degree	7.10%	8.50%	8.20%	7.70%	8.80%	8.30%
Bachelor's Degree	7.70%	15.00%	19.70%	15.30%	15.10%	18.90%
Graduate/Professional Degree	3.10%	7.20%	10.50%	4.50%	7.20%	9.90%

## ADELANTE PLANNING

Site	Sugar Shack (N.E. Portland)			North Portland Eagles (N. Portland)		
Shed	0.5 Miles	5 Miles	10 Miles	0.5 Miles	5 Miles	10 Miles
<b>Civilian Population 16+ in Labor Force</b>						
Civilian Employed	88.00%	87.80%	87.30%	88.00%	87.80%	87.30%
Civilian Unemployed	12.00%	12.20%	12.70%	12.00%	12.20%	12.70%
<b>2010 Household by Income</b>						
< \$15,000	11.60%	10.30%	9.90%	21.30%	15.10%	14.40%
\$15,000 - \$24,999	12.00%	9.10%	8.50%	18.10%	13.50%	12.70%
\$25,000 - \$34,999	9.80%	9.30%	8.50%	12.60%	14.20%	13.60%
\$35,000 - \$49,999	17.30%	16.50%	15.90%	16.60%	18.10%	18.10%
\$50,000 - \$74,999	23.10%	24.10%	23.80%	21.90%	20.90%	20.70%
\$75,000 - \$99,999	16.50%	15.40%	15.10%	5.70%	9.70%	10.10%
\$100,000 - \$149,999	7.80%	11.10%	12.60%	3.00%	6.00%	6.80%
\$150,000 - \$199,999	1.20%	2.40%	3.00%	0.70%	1.30%	1.70%
\$200,000 +	0.60%	1.90%	2.70%	0.10%	1.30%	1.90%
Average Household Income	\$56,060.00	\$64,693.00	\$69,449.00	\$64,336.00	\$74,002.00	\$79,689.00
Median Household Income	\$49,417	\$54,562	\$57,067	\$58,519	\$51,180	\$58,393
Per Capita Income	\$18,507	\$27,658	\$28,410	\$22,880	\$30,341	\$30,445
<b>2010 Population 25+ by Educational Attainment</b>						
Less than 9th Grade	13.90%	4.40%	4.00%	13.90%	4.40%	4.00%
9th - 12th Grade, No Diploma	12.60%	6.50%	6.60%	12.60%	6.50%	6.60%
High School Graduate	27.50%	21.70%	23.40%	27.50%	21.70%	23.40%
Some College, No Degree	26.10%	24.50%	24.90%	26.10%	24.50%	24.90%
Associate Degree	6.90%	7.10%	7.80%	6.90%	7.10%	7.80%
Bachelor's Degree	8.40%	23.00%	21.00%	8.40%	23.00%	21.00%
Graduate/Professional Degree	4.60%	12.80%	12.30%	4.60%	12.80%	12.30%

Table 4: Tapestry Segments

Site Shed	TriMet Park & Ride (Gresham)			Civic Drive TOD (Gresham)		
	0.5 Miles	5 Miles	10 Miles	0.5 Miles	5 Miles	10 Miles
<b>Most prevalent segments</b>						
1)	Industrious Urban Fringe	Main Street, USA	Main Street, USA	Midlife Junction	Main Street, USA	Main Street, USA
2)	Inner City Tenants	Aspiring Young Families	Aspiring Young Families	Main Street, USA	Aspiring Young Families	Aspiring Young Families
3)	<b>International Marketplace</b>	Sophisticated Squires	Old and Newcomers	In Style	Sophisticated Squires	Old and Newcomers

## Tapestry

Developed by ESRI, tapestry segments are titles used to describe certain shared groups of demographics and accompanying consumer behavior within distinct geographic locations. Segmentations explain customer diversity and describe population lifestyles based off demographic data sources such as the U.S. Census, the American Community Survey, consumer survey reports, and others.

The use of tapestry segmentation helps companies, agencies, and organizations tailor products and services to diverse markets in specific neighborhoods and cities<sup>9</sup>. Table 4 illustrates the specific market sheds of each site with the top three tapestry segments listed in order of their rank as determined by ESRI's tapestry service. The tapestry segment *International Marketplace* has been specifically highlighted because of the consumer demographic prevalent in these areas which would be most likely to shop at and use the services at a Mercado.

This *International Marketplace* segment implies that:

- 70% of households are families, 44% are married couples with children and single parents
- Median age of 30.4 years
- Median household income is \$49,076
- College and graduate school enrollment is similar to US average but educational attainment is below US level
- Unemployment is high at 14.5%
- Developing urban markets with a rich blend of cultures, the second most diverse of the tapestry segments
- More than half of the population is Hispanic with a high proportion of immigrants

<sup>9</sup> ESRI, (2011). Tapestry Segmentation. ESRI: Redlands, California. Retrieved from [http://www.esri.com/data/esri\\_data/tapestry.html](http://www.esri.com/data/esri_data/tapestry.html).

Sugar Shack (N.E. Portland)			North Portland Eagles (N. Portland)		
0.5 Miles	5 Miles	10 Miles	0.5 Miles	5 Miles	10 Miles
<b>Most prevalent segments</b>					
<b>International Marketplace</b>	Main Street, USA	Main Street, USA	<b>International Marketplace</b>	Main Street, USA	Main Street, USA
Main Street, USA	Metropolitans	Old and Newcomers	Main Street, USA	Metropolitans	Old and Newcomers
Crossroads	Metro Renters	Metro Renters	Crossroads	Metro Renters	Metro Renters

For a more detailed description of each tapestry segment, refer to the complete market analysis report located in the appendix or visit [www.esri.com/data/esri\\_data/tapestry.html](http://www.esri.com/data/esri_data/tapestry.html)

## Final Considerations

There are a variety of factors to take into consideration for each site, as race/ethnicity, income, and age are all very important in identifying where a Mercado should be sited as well as which neighborhoods can benefit from such a Mercado. While not common in a traditional market analysis, the information in this summary in addition to the results of the survey data which identified Latino skills and abilities as well as business experience, should be referenced to further convey the feasibility of Mercado success in the study areas. Lastly, looking to the current success and viability of the Gresham Flea Markets is important in assessing this market study. A new Mercado will be similar in service provision to the flea markets but will be safer with verified businesses and fair monthly rental rates for vendors. Additionally, the educational component, provided to vendors in a new Mercado by community-based partnerships in business education and financing, will further assist in revitalizing the community through job creation and money injected into the community to support the Mercado.

This information coupled with further study in traditional terms of market trends, profitability, size, growth rate, industry cost structure, and distribution channels will help to portray more accurately the business-mix necessary when implementing the Mercado once a site has been selected.



# Financial Portrait

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In addition to the market analysis, a financial portrait was created for each of the four recommended sites. While primarily qualitative, the financial portrait is meant to provide project stakeholders with a broad idea of the costs required to construct a Mercado. Total costs and identified funding sources for each site are summarized in Figure 6. Total costs include construction and other hard costs, land acquisition, demolition, site work and soft costs. While we have not ruled out the possibility of adapting an existing building on a site for reuse, only costs for new construction were considered due to limited time constraints for our planning process. Funding sources for the recommended sites include those opportunities most likely to be obtained such as grants available in urban renewal areas, tax credits and incentives. Also, it is presumed that Hacienda will embark on a healthy and ambitious fundraising campaign. The funding gap for each site represents additional funds that are needed for the project that have yet to be identified. A more detailed explanation of factors considered and assumptions can be accessed in the appendix.

As part of the financial portrait, different market scenarios were researched that identify market size in term of square footage, number of vendors to ensure an adequate mix of goods and services, redevelopment options, appropriate commercial rents and contract types, as well as potential partnerships for implementation.

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Design Cost Data (DCD) = \$150 / SF;  
Reed Construction Data = \$147 / SF

<sup>10</sup> Spitzer, T. M, H. Baum, and Urban Land Institute. 1995. Public markets and community revitalization. ULI-the Urban Land Institute.

<sup>11</sup> Sheehan, GERALYN. 2008. "Building the Mercado Central: Asset Based Community Development and community entrepreneurship in the USA." From Clients to Citizens: Communities Changing the Course of Their Own Development: 63.

<sup>12</sup> Lum, M. 2007. "Public Markets as Sites for Immigrant Entrepreneurship in East Hollywood." 2007

## Gross and Rental Square footage

Baum and Spitzer recommended in 1995 that public markets be larger (over 50,000 square feet) in order to attract a wide scale of consumers<sup>10</sup>. However, in 2003 the Partnership for Public Spaces (PPS) identified three successful public markets based not only on profits but on realization of goals of the project for vendors and impacts to the community as whole. These markets had between eight and fifty stalls, closer to what Hacienda envisions and the community workshop exercise identified as number of participant vendors. Success is defined by vendors that are able to move from the public market to their own space and sustain their businesses. This usually occurs within a three year time span.

In looking at several studies of other ethnic markets around the country, particularly the Minneapolis example and those case studies compiled by Lum in his graduate work at UCLA, a Mercado size of approximately 20,000 square feet is ideal<sup>11,12</sup>. This size allows for a good mix of services and products to attract a wide range of customers, but is also small enough to effectively manage the facility and provide effective small business services to existing vendors.

Common space, in particular a shared kitchen at the Mercado, will reduce the amount of rentable square footage. It is estimated that 12.5 % of the market will be used as common space for operating the Mercado. A building size of 20,000 square feet provides a gross rental space of approximately 17,500 square feet and up to 30 stalls for vendors to sell their goods and services when considering all other storage and maintenance uses of the building.

## Build to suit vs.

### Redevelopment and Leasing

Due to the uniqueness of this project, a build to suit option is preferable over redevelopment. The surveys and case studies suggest that the Mercado will be used by the community for various events and cultural activities. Making use of the available space will be of utmost importance. Leasing of such a Mercado from an outside party may be too restrictive on the vendors, particularly as Hacienda along with the tenants will need to establish guidelines of operations and individual lease contracts to vendors.

### Feasible rent to vendors

A look at case studies around the country uncovered that leases over one year in length could be problematic to vendors of ethnic markets<sup>13</sup>. Rents must also be charged in a simple fashion that is easily enforced and kept track of. An attempt at Mercado La Paloma in Los Angeles to charge rents based on sales proved to be inefficient to collect and unpopular with vendors. A fixed rent allows for vendors to effortlessly keep records of their expenses and realize more profits when they make more sales. Rents of \$1 to \$3 per square foot have been found to produce enough interest from aspiring entrepreneurs<sup>2</sup>. It also allows for entrepreneurs to make a profit if they run a successful stall and requires enough contribution from them to get a sense of the rents they will be

paying once they are graduated from the Mercado and must seek business space on their own. The actual rent to be charged should be based on visibility and foot traffic expected at locations within the Mercado. Partnerships with several groups, organizations and institutions will be required in order to provide adequate services to the vendors. A list of potential partnerships to consider once the Mercado is established is provided in the appendix.

Design and other important features of implementing a Mercado were not included in the financial portrait. The Mercado design will employ a public involvement process where vendors and customers will make many of those choices. An interest among design professionals has been prevalent during the initial planning phase undertaken by Adelante Planning. The goal would be to build on this enthusiasm for the project and utilize design professionals to create a design with very little expense to the project or at pro bono rates. Other assistance from professional services could be obtained through a pre development grant currently being offered by the city of Gresham should the Mercado be built in Gresham. This could also include a more specialized market analysis and further detail regarding financial information, especially operation costs, potential sales volumes and expected vendor profits and required Mercado subsidies.

<sup>13</sup> Maher, Gary. 2001. "At a Crossroad." National Civic Review 90(2): 199–202.

Figure 6: Projected construction costs and funding for identified sites  
Detailed financial sheets are available in the report Appendix

## North Portland Eagles



### SITE PROFILE

Area: N Portland / Portsmouth  
Site: North Portland Eagles Lodge  
Address: 7611 N Exeter  
Assessed Value: \$1,399,000  
Ownership: Private, FOE  
Zoning: CG  
Development Incentives: Within ICURA  
Acres: 1.65  
Bus access  
Low traffic arterial

Total Project Cost: \$5,749,509

Funding Sources: \$5,472,991

Funding gap: **\$276,518**

## NE Portland Sugar Shack



### SITE PROFILE

Area: NE Portland / Cully Neighborhood  
Site: Sugar Shack  
Address: 6723 NE Killingsworth  
Assessed Value: \$1,464,000  
Ownership: Private  
Zoning: CN2  
Acres: 1.87  
Bus access  
High traffic

Total Project Cost: \$5,864,095

Funding Sources: \$5,506,819

Funding gap: **\$357,276**

## Rockwood Park & Ride



### SITE PROFILE

Area: Gresham / Rockwood  
Site: Park and Ride  
Address: 18324 E Burnside  
Assessed Value: \$1,274,000  
Ownership: TriMet  
Zoning: RTC  
Development Incentives: Publicly owned; Rockwood URA  
Acres: 2.07  
Bus and Max access

Total Project Cost: \$5,692,870

Funding Sources: \$4,292,000

Funding gap: \$1,400,870

## Gresham Civic Drive TOD



### SITE PROFILE

Area: Gresham / Civic  
Site: Civic Drive TOD Greenfield  
Address: NW 16th and Civic Drive  
Assessed Value: \$1,276,000  
Ownership: Metro  
Zoning: TDH-C  
Development Incentives: Publicly owned  
Acres: 1.56  
MAX access  
Low traffic, good access to arterials

Total Project Cost: \$5,644,880

Funding Sources: \$4,332,000

Funding gap: \$1,312,880





# Recommendations

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Hacienda CDC will need to pursue multiple items at once. Building partnerships with funding organizations, potential investors, banks and other lenders will be imperative. Additionally a healthy capital campaign project may be considered to raise money for the Mercado. Equity investment will need to be built and the strategy for this is outlined in the appendix with the interview from John Flory. Partnerships with other non-profits like Mercy Corps Northwest which provide micro-loans for small and emerging businesses will also be imperative.

Coupled with fiscal partnerships, programmatic partnerships to increase the workforce capacity of vendors will also be necessary, as well as investing more resources in the business education programs already offered at Hacienda CDC. Identifying a coordinator to focus specifically on the Mercado project is highly recommended as to create a point person with whom all groups may deal with during the development process.

In terms of implementation hiring a financial consultant to conduct an in-depth pro-forma on a Mercado will be necessary, this will aid in painting a more accurate picture of potential returns on investment for investors, thus increasing the potential for funding. Possible partnerships with academic institutions, like PSU, may help to increase the viability of the project and provide additional resources that would otherwise be unavailable.

Leveraging community plans and equity initiatives into the Mercado development strategy will be important as well as this will compel many partners to support this project and further increase its viability and eventual realization.

Further specific recommendations for a timeline as well as how to facilitate the development committee and the community advisory committee are as follows.

## Project Timeline

Below is a draft recommended project timeline. Each item will need to be fully fleshed out with its own milestones and deliverables and the CAC and DC will have input into the final version of the project timeline. The two committees that are formed in the beginning (CAC and DC) will be integral throughout the entire process and the CAC will ultimately be operating as a partner with Hacienda CDC in the implementation of the Mercado. Further recommendations in the convening and facilitation of the CAC follow after the timeline.

ITEM	Date
I: Initiate and recruit CAC members	4/30/2011 – 7/15/11
II: CAC mission statement, roles, and duties defined	7/15/2011
III: Development Committee forms	7/15/2011
IV: Draft a Strategy for Market Implementation	8/15/2011
V: Hacienda increases business education capacity	Start: Fall 2011
VI: Initiate Equity Fundraising	Start: Fall 2011
VII: Interim Market Implementation	Summer 2012
VIII: Market Construction begins	Fall 2012/Winter 2013

### Community Advisory Committee

#### Purpose:

The purpose of the CAC is to work hand in hand with the Development Committee providing feedback and recommendations for development of the Mercado as the project moves forward. The CAC will also partner with Hacienda in deciding the ownership and operational structure of the new Mercado. Other parameters that the CAC will likely be in charge of are as follows:

- Serve as “Board of Directors” for the Mercado
- Create / Decide upon criteria for business type and quantity
- Create application / selection process for vendors
- Fundraising
- Work as a partner with Hacienda CDC and the Development Committee in Mercado development
  - Developer / architect selection
  - Design and layout of market
  - Rents

While the formation of the community advisory committee has already begun it will require further support through the next phases of project development. The CAC should be clearly defined to the public and the following three points need to be adhered to above all else:

- **Openness:** recruitment of CAC members is open to anyone that has an interest in assisting with Mercado implementation
- **Transparency in process:** all members of the community should be aware of how the process is moving forward and why
- **Fairness:** CAC membership is not a guarantee of having a business in the Mercado, nor is not being a CAC member a barrier to entering the Mercado

The CAC role and meeting schedule should be correlated to project timeline milestones and should be checked in with throughout the process at least every 3 months to assess efficiency and relevancy. The flexibility of the CAC to adjust and address tasks within the development timeline will be critical. Recommended criteria to adhere to for the CAC are as follows to ensure openness, transparency and fairness, in addition to cultural appropriateness.

## ADELANTE PLANNING

A worksheet addressing each item of criteria should be created and used after each public engagement process to ensure due diligence and to measure efficacy, impact, and scope of the CAC and the DC.

Review throughout the process to measure efficacy, impact, and appropriateness of the CAC and the DC.

### Acceptance Criteria

### Definition

Representatives

The participants of the CAC should comprise a broadly representative sample of the affected populace.

Independence

The participation process should be conducted in an independent (unbiased) way.

Early Involvement

The participant should be involved as early as possible, as soon as value judgments become salient or relevant.

Influence

The output of the procedure should have a genuine impact on policy.

Transparency

The process should be transparent so that the relevant population can see what is going on and how decision are being made

## Creating a Community-Inspired Latino Public Market

### Process Criteria

### Definition

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Resource accessibility	The CAC should have access to the appropriate resources to enable them to successfully fulfill their brief
Task definition	The nature and scope of the CAC is clearly defined
Structured decision-making	The CAC should use or provide appropriate mechanisms for structuring and displaying the decision-making
Cost effectiveness	The process should in some sense be cost-effective from the point of view of the sponsors/grantees

### Additional Process Criteria

### Limited English / Low-Literacy Populations

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Culturally appropriate	Participants will be given information in a manner consistent with cultural expectations
Accommodations provided	<p>Information will be given in the participant's native language, otherwise translation to be provided.</p> <p>To accommodate low-literacy populations information will be conducted verbally and visually to best communicate particular points. The process should be educational as well as informational.</p> <p>If/when writing is required volunteers will be provided to write answers in verbal question/answer sessions with participants.</p>
Culturally appropriate	Food/Actions will be culturally appropriate to the population

## Development Committee

**Purpose:**

The Development Committee (DC) will assist in all technical aspects of developing the Portland Mercado projects. The DC will be comprised of professionals with technical expertise that will contribute to the realization of a Mercado. Examples of these types include economic development professionals, planners, city commissioners / council members, non-profit agencies that can partner with Hacienda to offer resource support in terms

of business education, micro-loans / financing (for entrepreneurs). The Development Committee will need to set an agenda and purpose in alignment with the realization of a Mercado and should meet as frequently as needed to ensure the timely completion of a Mercado. The Development Committee will work with the CAC and Hacienda to make sure that all needs are being addressed and met. Acceptance and Process criteria for the Development Committee are as follows below.

**Process Criteria**

**Definition**

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Resource accessibility	The DC should have access to the appropriate resources to enable them to successfully fulfill their brief
Task definition	The nature and scope of the DC is clearly defined
Structured decision-making	The DC should use or provide appropriate mechanisms for structuring and displaying the decision-making
Cost effectiveness	The process should in some sense be cost-effective from the point of view of the sponsors/grantees

Hacienda CDC will provide a facilitator to work with the DC as well and to act as a go between the DC and the CAC to exchange information as well as to bridge language or cultural gaps. The DC and the CAC should also meet as a group early on for a visioning and get-to-know-you process. Because of the nature of this project it is an excellent opportunity to increase inter-cultural awareness among Latino and non-Latino groups in Portland



# Conclusion

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The Portland Mercado project is a timely, needed, and potentially catalytic endeavor whose time has come in the Portland Metro region. Demographic trends, equity initiatives by the City of Portland and the City of Gresham, and the economic challenges faced by certain sectors of the metro region can all be addressed by a project like the Portland Mercado.

The time is now, it is 2011 and we are rebounding from the worst recession in recent history. Minority communities in the region - especially immigrants and English language learners - have been some of the most severely impacted communities. The safety and fabric of our communities can only be as strong as the weakest threads. Initiatives to strengthen

the ties that bind the neighborhoods and places we live through workforce development, community empowerment, and economic opportunity can all be implemented through the Portland Mercado project.

There is a large amount of untapped potential in the region – people just waiting for an opportunity to make a better life and living for themselves. They have experience, skills, abilities, and most importantly, the drive to succeed if given the opportunity to do so. Please join us in this meaningful, powerful, and inspiring endeavor. This is an excellent opportunity to turn dreams into a reality. Let's build a stronger, more resilient, more inclusive, and more equitable Portland region.

**Let's build this Mercado!**

# Get Involved!

The Portland Mercado project is a community effort.  
To lend your support contact Nathan Teske at Hacienda CDC.

[nteske@haciendacdc.org](mailto:nteske@haciendacdc.org)

(503) 459-7725

[www.haciendacdc.org](http://www.haciendacdc.org)



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