City of Longview

1525 Broadway
Longview, WA 98632
www.ci.longview.wa.us

City Council

Mayor Don Jensen
Council Member Ken Botero
Council Member Chet Makinster
Council Member Steve Moon
Council Member Scott Vydra
Mayor Pro Tem Michael Wallin
Council Member MaryAlice Wallis

Thursday, November 7, 2019 | **7:00 PM** | **2nd Floor, City Hall**

The City Hall is accessible for persons with disabilities. Special equipment to assist the hearing impaired is also available. Please contact the City Executive Offices at 360.442.5004 48 hours in advance if you require special accommodations to attend the meeting.

1. CALL TO ORDER

2. INVOCATION*/FLAG SALUTE

3. ROLL CALL

4. APPROVAL OF MINUTES

19-000435 REGULAR COUNCIL MEETING, OCTOBER 24, 2019
COMMUNITY FORUM, OCTOBER 24, 2019
SPECIAL MEETING, OCTOBER 24, 2019

5. CHANGES TO THE AGENDA

6. PRESENTATIONS & AWARDS

7. CONSTITUENTS' COMMENTS (Thirty Minutes)

8. FOLLOW-UP TO PAST CONSTITUENTS' COMMENTS

9. PUBLIC HEARINGS

19-000436 PROPOSED REVENUE SOURCES FOR THE 2020 GENERAL FUND BUDGET

RECOMMENDED ACTION:
CONDUCT THE PUBLIC HEARING

10. BOARD & COMMISSION RECOMMENDATIONS

11. ORDINANCES & RESOLUTIONS

19-000432 ORDINANCE NO. 3413 – COMPLETE STREETS

RECOMMENDED ACTION:
MOTION TO ADOPT ORDINANCE NO. 3413.

12. MAYOR'S REPORT

13. COUNCILMEMBERS' REPORTS

14. CONSENT CALENDAR

19-000431 RESOLUTION 2313 ADOPTING THE 2019 UPDATE TO THE 2008 HIGHLANDS NEIGHBORHOOD REVITALIZATION PLAN

RECOMMENDED ACTION:
MOTION TO APPROVE RESOLUTION 2313, ADOPTING THE 2019 HIGHLANDS NEIGHBORHOOD REVITALIZATION STRATEGY.

19-000433 PROJECT COMPLETION – 3RD & 30TH AVENUE IMPROVEMENT PROJECT

RECOMMENDED ACTION:
MOTION TO ACCEPT AS COMPLETE THE 3RD & 30TH AVENUE IMPROVEMENT PROJECT.

15. CITY MANAGER'S REPORT

19-000437 3RD QUARTER GENERAL FUND FINANCIAL REVIEW

16. MISCELLANEOUS

17. ADJOURNMENT

*** Any invocation that may be offered at the Council meeting shall be the voluntary offering of a private citizen, to and for the benefit of the Council. The views or beliefs expressed by**

the invocation speaker have not been previously reviewed or approved by the Council, and the Council does not endorse the religious beliefs or views of this, or any other speaker.

NOVEMBER MEETINGS RESCHEDULED DUE TO THANKSGIVING HOLIDAY
THURSDAY, NOVEMBER 21, 2019 - 7:00 P.M.

NEXT COUNCIL WORKSHOPS:
THURSDAY, NOVEMBER 14, 2019 - 5:00 P.M. 2020 UTILITY RATES
THURSDAY, DECEMBER 5, 2019 - 5:30 P.M. FEDERAL LEGISLATIVE AGENDA

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Thursday, October 24, 2019 | **7:00 PM** | **2nd Floor, City Hall**

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1. CALL TO ORDER

Mayor Jensen called the meeting to order at 7:00 p.m.

2. INVOCATION*/FLAG SALUTE

3. ROLL CALL

***Present**: Councilmember Ken Botero, Mayor Don Jensen, Councilmember Chet Makinster, Councilmember Scott Vydra, Councilmember Mike Wallin, Councilmember MaryAlice Wallis*
***Excused:** Councilmember Steve Moon*

***Staff Present**:*
City Manager Kurt Sacha, City Attorney Jim McNamara, City Clerk Kaylee Cody, Public Works Director Jeff Cameron, Community & Economic Development Director John Brickey, Recreation Manager Justin Brown, Police Chief Jim Duscha, and Human Resources Director Chris Smith

4. APPROVAL OF MINUTES

19-000409 OCTOBER 3, 2019 WORKSHOP
OCTOBER 10, 2019 COMMUNITY INFORMATIONAL SESSION
OCTOBER 10, 2019 REGULAR MEETING

A motion was made by Councilmember Vydra, seconded by Councilmember Wallis, to approve the minutes as submitted. The motion carried unanimously.

5. CHANGES TO THE AGENDA

Mayor Jensen added an Executive Session under Miscellaneous to discuss the performance of a public employee.

6. PRESENTATIONS & AWARDS

19-000408 PROCLAMATION: DOMESTIC VIOLENCE AWARENESS MONTH - OCTOBER 2019

RECIPIENT:
EMERGENCY SUPPORT SHELTER: ERICA SETTLE, CASE MANAGER AND JILL MATHEWS, SHELTER MANAGER

Mayor Jensen presented the proclamation.

7. CONSTITUENTS' COMMENTS (Thirty Minutes)

Dawn, surname undisclosed, addressed Council on a variety of topics, including homelessness, an incident at Cascade Middle School, streets & parks.

8. FOLLOW-UP TO PAST CONSTITUENTS' COMMENTS

9. PUBLIC HEARINGS

10. BOARD & COMMISSION RECOMMENDATIONS

11. ORDINANCES & RESOLUTIONS

19-000417 ORDINANCE NO. 3412 - AUTHORIZING A LOCAL SALES AND USE TAX CREDIT TO FUND INVESTMENTS IN AFFORDABLE AND SUPPORTIVE HOUSING

RECOMMENDED ACTION:
MOTION TO APPROVE ORDINANCE NO. 3412 - AUTHORIZING A LOCAL SALES AND USE TAX CREDIT TO FUND INVESTMENTS IN AFFORDABLE AND SUPPORTIVE HOUSING

City Manager Kurt Sacha presented a staff report.

Bill Josh of Longview addressed Council in support of Ordinance No. 3412.

Gary Harper of Longview addressed Council to express his concerns about how the funds will be

distributed.

Shawn Higgins of Longview addressed Council in support of Ordinance No. 3412.

A motion was made by Councilmember Vydra, seconded by Councilmember Wallis, to approve Ordinance No. 3412 authorizing a local sales and use tax credit to fund investments in affordable and supportive housing. The motion carried unanimously.

19-000416 RESOLUTION NO. 2312 - DESIGNATING CITY HALL AS THE EMERGENCY OPERATIONS CENTER FOR THE CITY OF LONGVIEW

RECOMMENDED ACTION:
MOTION TO APPROVE RESOLUTION NO. 2312 DESIGNATING CITY HALL AS THE EMERGENCY OPERATIONS CENTER FOR THE CITY OF LONGVIEW

City Manager Kurt Sacha presented a staff report.

A motion was made by Councilmember Makinster, seconded by Councilmember Vydra, to approve Resolution No. 2312 designating City Hall as the emergency operations center for the city of Longview. The motion carried unanimously.

12. MAYOR'S REPORT

Mayor Jensen shared a letter of appreciation received by the City in regards to the pedestrian improvements on 3rd Avenue near the Hudson Street intersection.

13. COUNCILMEMBERS' REPORTS

Mayor Pro Tem Wallin spoke about the ongoing recruitment for boards and commissions volunteers.

Councilmember Makinster spoke about the Airport Board.

Councilmember Vydra spoke about the committee that was formed to explore potential locations for a severe weather shelter.

14. CONSENT CALENDAR

A motion was duly made and passed approving the items on the Consent Calendar as though acted on individually.

19-000418 APPROVAL OF CLAIMS

2ND HALF OCTOBER ACCOUNTS PAYABLE, 1ST HALF OCTOBER PAYROLL

Final accounts payable: $1,582,089.85; checks no. 17036-17441.

19-000412 REQUEST TO SELL EXCESS PROPERTY ALONG CITY VIEW BLVD, VILLAGE AT OVERLOOK PUD

RECOMMENDED ACTION:
MOTION TO APPROVE THE SALE OF EXCESS PROPERTY ALONG CITY VIEW BLVD FOR $1 PER ABUTTING PARCEL.

19-000413 ORDINANCE NO. 3411 – VACATION OF RIGHT-OF-WAY FROM OHIO STREET TO 9TH AVENUE, ASSESSOR'S PLAT NO. 12

RECOMMENDED ACTION:
MOTION TO ADOPT ORDINANCE NO. 3411.

19-000414 PROJECT COMPLETION – FIRE STATION 81 FIRE SPRINKLER PROJECT

RECOMMENDED ACTION:
MOTION TO ACCEPT AS COMPLETE THE FIRE STATION 81 FIRE SPRINKLER PROJECT.

19-000415 SET PUBLIC HEARING - AMENDMENT TO THE SIX YEAR TRANSPORTATION IMPROVEMENT PROGRAM (TIP) 2020-2025

RECOMMENDED ACTION:
MOTION TO SET THE CITY COUNCIL MEETING ON NOVEMBER 21, 2019, AS THE DATE AND TIME FOR A PUBLIC HEARING TO AMEND THE 2020-2025 SIX-YEAR TIP

19-000410 RESOLUTION NO. 2311: SURPLUS PROPERTY

RECOMMENDED ACTION:
ADOPT THE RESOLUTION DECLARING THE EQUIPMENT IDENTIFIED IN EXHIBIT "A" SURPLUS AND AUTHORIZE THE CITY MANAGER TO SELL OR DISPOSE OF IT IN THE MOST ADVANTAGEOUS MANNER

15. CITY MANAGER'S REPORT

19-000411 HIGHLANDS NEIGHBORHOOD REVITALIZATION PLAN – 2019 UPDATE

RECOMMENDED ACTION:
MOTION TO DIRECT THE CITY ATTORNEY TO PREPARE A RESOLUTION ADOPTING THE 2019 HIGHLANDS NEIGHBORHOOD REVITALIZATION STRATEGY.

Community and Economic Development Director John Brickey provided a staff report. Representatives of

the Highlands Neighborhood Association spoke in support of the plan.

David Fine addressed Council in support of the Highlands Neighborhood Revitalization Plan.

A motion was made by Councilmember Makinster, seconded by Councilmember Vydra, to direct the City Attorney to draft a resolution adopting the 2019 Highlands Neighborhood Revitalization Plan. The motion passed unanimously.

16. MISCELLANEOUS

The executive session to discuss the performance of a public employee began at 8:23 p.m. and ended at 9:25 p.m.

17. ADJOURNMENT

The meeting adjourned at 9:25 p.m. The next meeting of the City Council is November 7, 2019.

Kaylee Cody
City Clerk

Approved: _____
Mayor

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REGULAR MEETINGS IN NOVEMBER RESCHEDULED DUE TO THANKSGIVING HOLIDAY:
THURSDAY, NOVEMBER 7, 2019 - 7:00 P.M. SPECIAL MEETING
THURSDAY, NOVEMBER 21, 2019 - 7:00 P.M. SPECIAL MEETING

NEXT COUNCIL WORKSHOPS:
THURSDAY, NOVEMBER 14, 2019 - 6:00 P.M. 2020 UTILITY RATES

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Council Member Steve Moon
Council Member Scott Vydra
Mayor Pro Tem Michael Wallin
Council Member MaryAlice Wallis

Thursday, October 24, 2019 | **5:00 PM** | **2nd Floor, City Hall**

NOTICE IS HEREBY GIVEN, in accordance with RCW Chapter 42.30, that the City Council of the City of Longview, Washington, will conduct a community informational forum at the R.A. Long Park Gazebo across from City Hall, 1525 Broadway St, Longview, on Thursday, October 24th at 5:00 p.m. Council will be available to answer questions from attending citizens on a variety of topics. Final disposition shall be taken on no other matter.

A separate agenda is posted for the regular meeting which begins at 7:00 p.m. at City Hall, 1525 Broadway St.

R.A. Long Park is accessible for persons with disabilities. Special equipment to assist the hearing impaired is also available. Please contact the City Executive Offices at 360.442.5004 48 hours in advance if you require special accommodations to attend the meeting.

1. <u>MINUTES</u>

Mayor Jensen called the meeting to order at 5:05 p.m.

***Present**: Councilmember Ken Botero, Mayor Don Jensen, Councilmember Chet Makinster, Councilmember Scott Vydra, Councilmember Mike Wallin, and Councilmember MaryAlice Wallis*
***Excused:** Councilmember Steve Moon*
***Staff Present**: City Manager Kurt Sacha, City Clerk Kaylee Cody, and Human Resources Director Chris Smith*

The meeting adjourned at 6:00 p.m.

Kaylee Cody
City Clerk

Approved: _____
Mayor

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Council Member MaryAlice Wallis

Thursday, October 24, 2019 | **6:30 PM** | **2nd Floor, City Hall**

NOTICE IS HEREBY GIVEN, in accordance with RCW Chapter 42.30, that the City Council of the City of Longview, Washington, will conduct a special meeting in the Longview City Hall Council Chamber, 1525 Broadway St, Longview, on Thursday, October 24th at 6:30 p.m., for the purpose of an executive session. Topics of discussion are listed below. In accordance with RCW 42.30.110, executive sessions are not open to the public. No final action will be taken.

A regular meeting of the Longview City Council will be held at 7:00 p.m., following the executive session.

1. EXECUTIVE SESSION TO DISCUSS A REAL ESTATE TRANSACTION

Mayor Jensen called the special meeting to order at 6:30 p.m.

***Present**: Councilmember Ken Botero, Mayor Don Jensen, Councilmember Chet Makinster, Councilmember Scott Vydra, Councilmember Mike Wallin, and Councilmember MaryAlice Wallis*
***Excused**: Councilmember Moon*

***Staff Present**:*
City Manager Kurt Sacha, City Attorney Jim McNamara, City Clerk Kaylee Cody, Public Works Director Jeff Cameron, and Human Resources Director Chris Smith

The executive session began at 6:30 p.m. and ended at 6:50 p.m. The special meeting adjourned at 6:50 p.m.

Kaylee Cody
City Clerk

Approved: _____
Mayor

City of Longview

Agenda Summary

PROPOSED REVENUE SOURCES FOR THE 2020 GENERAL FUND BUDGET

RECOMMENDED ACTION:
CONDUCT THE PUBLIC HEARING

COUNCIL INITIATIVE ADDRESSED:
Continue effective financial management.

CITY ATTORNEY REVIEW: Required

SUMMARY STATEMENT:
RCW 84.55.120 requires cities that collect regular property tax levies to hold a public hearing on the revenue sources for the following year's current expense budget. The hearing must include consideration of possible increases in the property tax revenues and shall be held prior to the time that the City levies the taxes or makes the request to have the taxes levied. Staff has prepared a presentation of the General Fund's revenue sources that includes the ad valorem tax levy rate for the 2020 General Fund Budget for Council's consideration.

STAFF CONTACT:
Kurt Sacha, City Manager

Attachments:

1. 2020 Revenue Sources (2019 1107)

City of Longview

2020 General Fund Revenue Sources

Public Hearing

November 7, 2019

General Fund Revenue Sources

The General Fund of the City of Longview delivers a wide range of services to the citizens of this city.

- General Government
- Public Safety
- Transportation
- Community Development
- Culture & Recreation

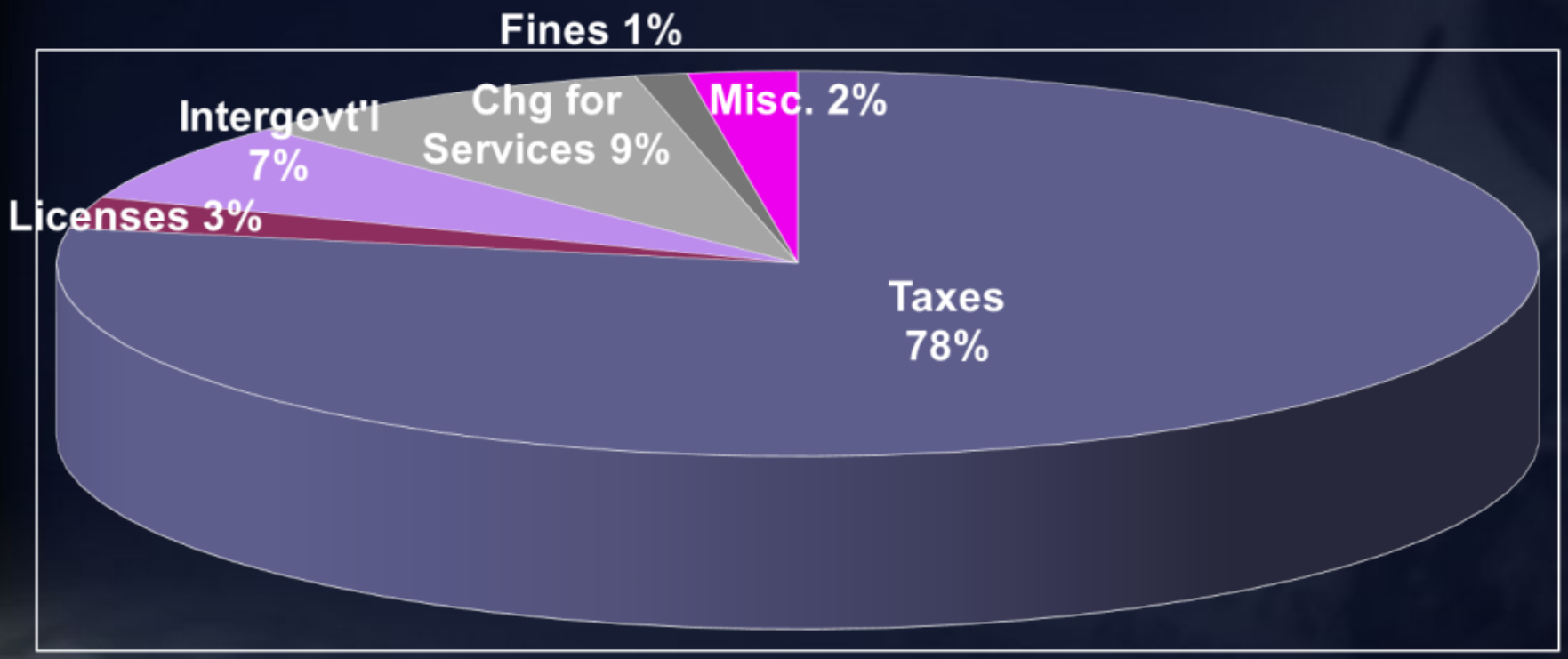
- Taxes
- Licenses & Permits
- Intergovernmental
- Charges for Services
- Fines & Forfeits
- Miscellaneous
- Transfers

2020 General Fund Budgeted Revenues

Source:	Amount
Taxes	$30,053,620
Licenses & Permits	1,021,310
Intergovernmental	2,589,020
Charges for Services	3,537,420
Fines & Forfeits	441,700
Miscellaneous	383,200
Transfers	539,450
Total Revenues	$38,565,720

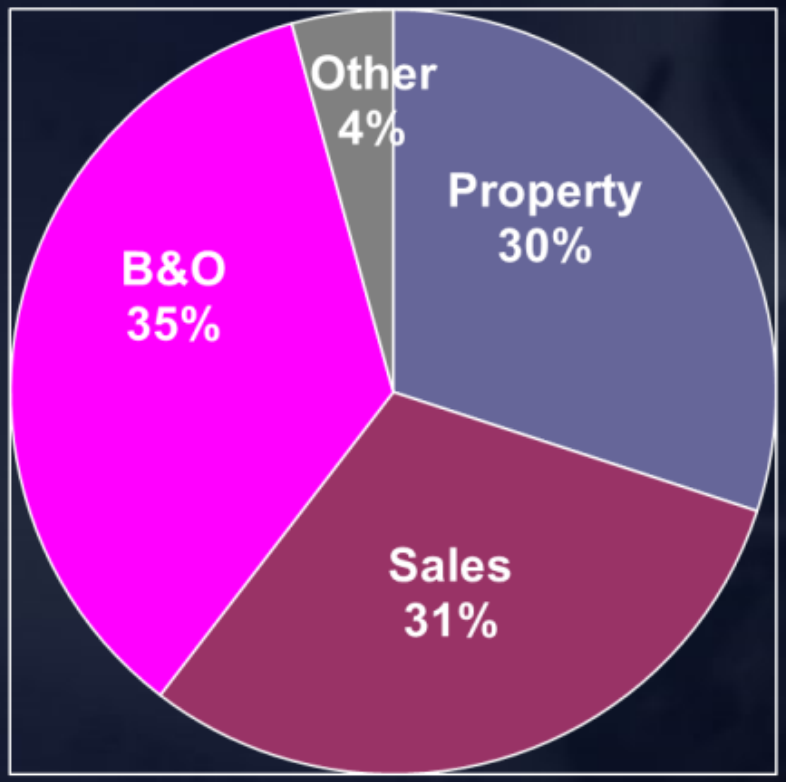
2020 Revenue Sources

(by category/percent)



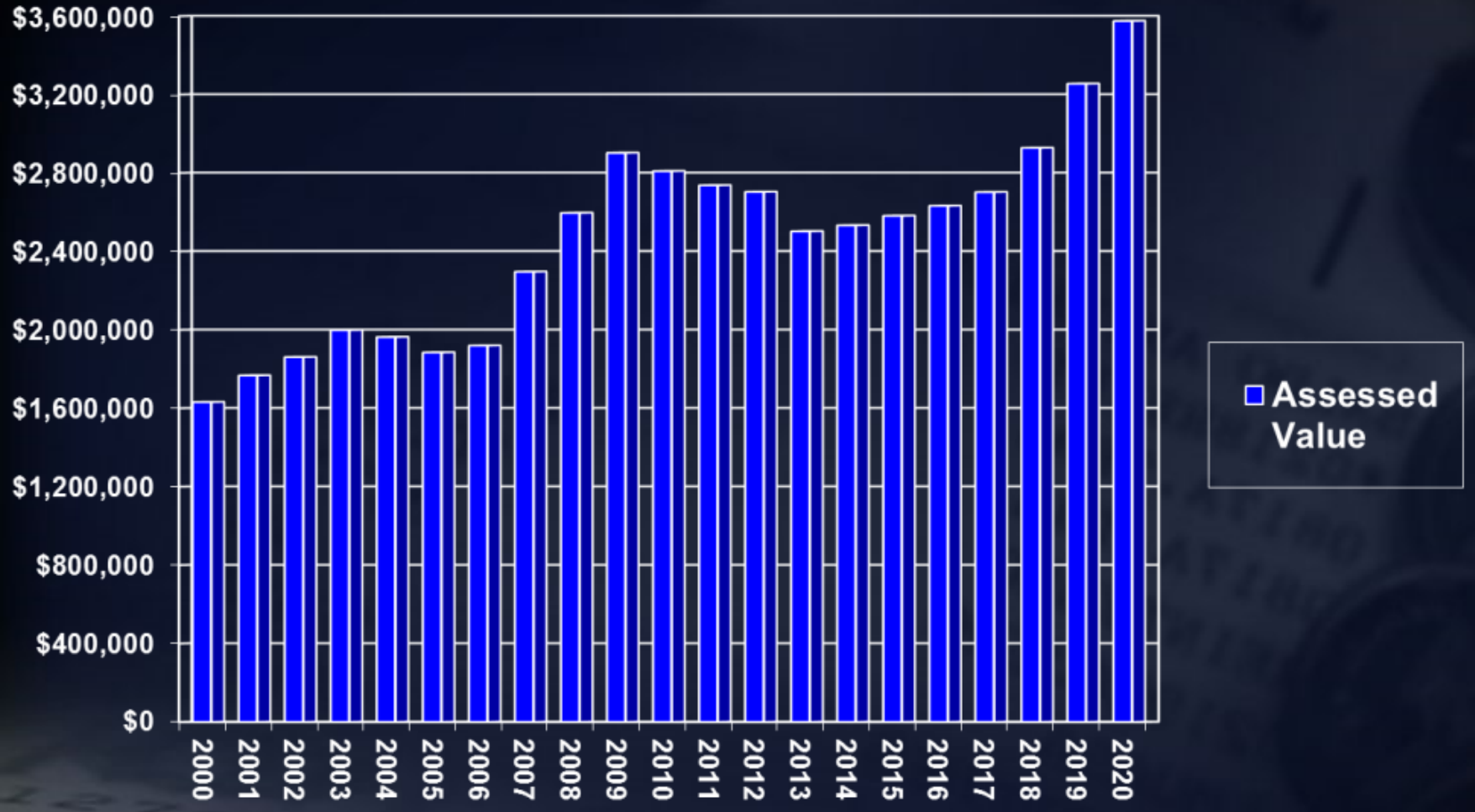
2020 Budgeted General Fund Taxes

Tax	Amount
Property	$9,028,430
Sales	9,131,190
B&O	10,608,430
Other	1,285,570
Total	$30,053,620



History of Assessed Property Values

(in the 000's)



2020 assessed value in the amount of $3.6 billion is up 9.8% from 2019 assessed value of $3.3 billion.

Assessed Value/Property Tax Comparison

City of Longview

Year	Assessed Value	% Chg	Levy Rate	Property Tax
2011	$2,728,499,411	(2.9%)	$3.03	$8,284,506
2012	$2,703,686,847	(0.9%)	$3.11	$8,419,453
2013	$2,502,611,760	(7.4%)	$3.41	$8,533,950
2014	$2,532,716,797	1.2%	$3.42	$8,671,021
2015	$2,581,691,836	1.9%	$3.43	$8,846,768
2016	$2,632,167,111	2.0%	$3.40	$8,946,920
2017	$2,702,263,377	2.7%	$3.35	$9,064,379
2018	$2,928,021,239	8.4%	$3.16	$9,249,163
2019	$3,255,976,089	11.2%	$2.89	$9,396,286
2020	$3,575,336,236	9.8%	$2.66	$9,527,383

2020 Levy – 101% Percent

- 2019 Levy Rate = $2.885/$1,000
  2019 Property Taxes = $9,396,286

- 2020 Levy Rate (101%) = $2.665/$1,000
  2020 Est. Property Taxes = $9,527,383

2020 Property tax levy (101%)	$9,527,383
Less: New construction	- 37,134
Maximum levy less new const/annex	$9,490,249
Less: 2019 highest lawful levy	-9,396,286
$ increase before new const/annexation	$ 93,963

2020 percentage increase = 1.0%

Note: Property taxes in the amount of $500,000 allocated to the Economic Development Fund for Mint Farm debt service.

2019-2020 City of Longview Property Tax Comparison

My House

2019

$2.89 x 236.03 = $682.13

(assessed value: $236,030)

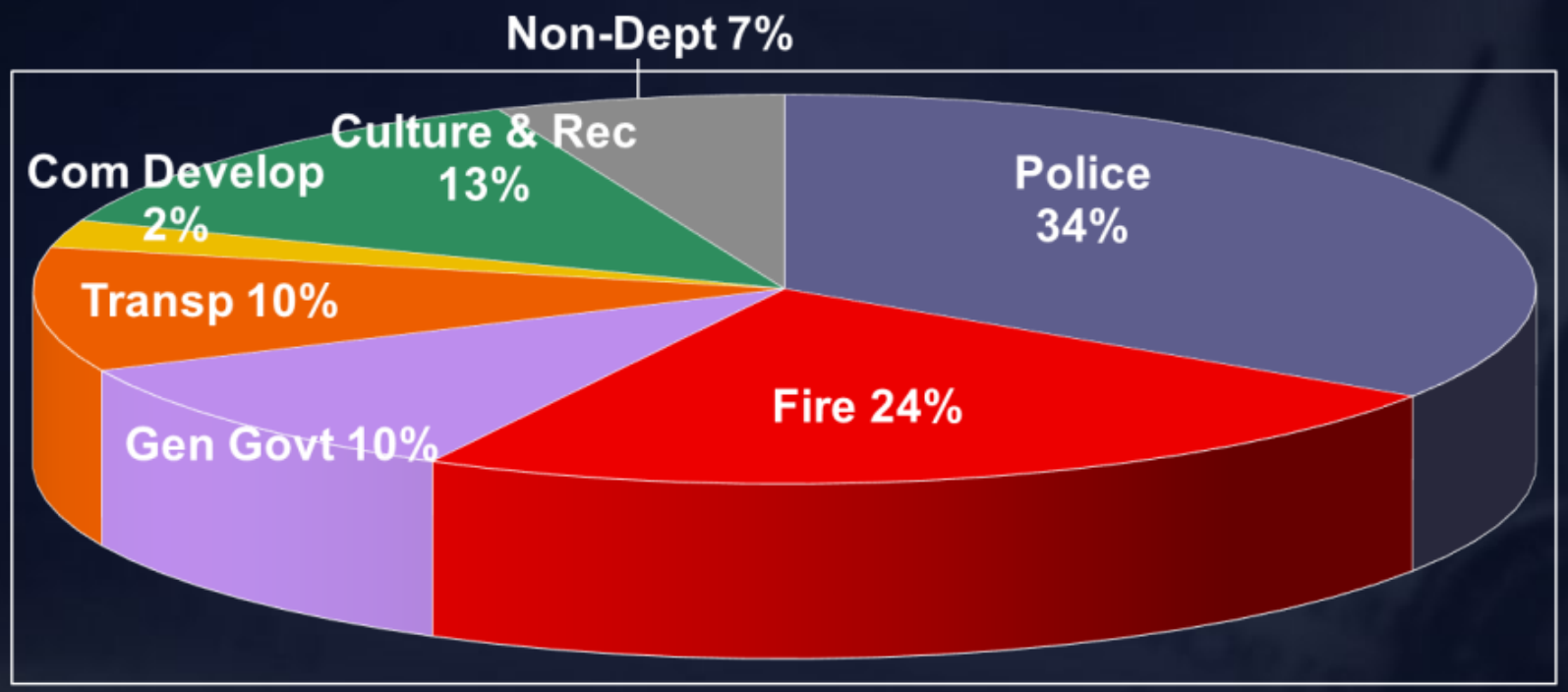
2020

$2.66 x 265.40 = $705.96

(assessed value: $265,400)

2020 City of Longview property tax increase = $23.83

2020 General Fund Preliminary Expenditures



2020 General Fund Expenditure Total = $40,769,420

2020 Revenue Sources

The end.

City of Longview

Agenda Summary

ORDINANCE NO. 3413 – COMPLETE STREETS

RECOMMENDED ACTION:
MOTION TO ADOPT ORDINANCE NO. 3413.

COUNCIL INITIATIVE ADDRESSED:
Improve Streets and Roads
Improve Transportation Systems
Preserve and Enhance Neighborhoods

CITY ATTORNEY REVIEW: REQUIRED

SUMMARY STATEMENT:
During a workshop on October 3, 2019, the City Council directed staff to prepare an ordinance adopting the Complete Streets concept for Longview by adding a new chapter to the Longview Municipal Code and establishing a Complete Streets Advisory Committee.

The term "Complete Streets" describes a comprehensive, integrated transportation network that provides safe and convenient access for all users of the roadway system, including but not limited to: pedestrians of all ages and abilities, motorists, motorcyclists, bicyclists, transit riders and vehicles, school buses and riders, freight vehicles, and emergency service providers.

FINANCIAL SUMMARY:
Implementation of the Complete Streets ordinance and recommendations of the Complete Streets Advisory Committee will result in undefined additional or reduced costs for transportation projects due to modifying, adding, downsizing, or removing facilities.

STAFF CONTACT:
Ken Hash, City Engineer

Attachments:

1. Ordinance No 3413 - Complete Streets
2. Complete Streets Staff Report 10.31.19
3. Complete Streets Presentation 10.31.19

ORDINANCE NO. 3413

AN ORDINANCE OF THE CITY OF LONGVIEW ESTABLISHING CHAPTER 12.70 OF THE LONGVIEW MUNICIPAL CODE REGARDING COMPLETE STREETS.

WHEREAS, the term "Complete Streets" describes a comprehensive, integrated transportation network that provides safe and convenient access for all users of the network, including but not limited to: pedestrians of all ages and abilities, bicyclists, motorists, motorcyclists, transit riders and vehicles, school buses and riders, freight vehicles, and emergency service providers; and

WHEREAS, studies have shown that obesity and related diseases can be prevented through increased physical activity such as walking and biking; and

WHEREAS, it is the intent of the City to provide transportation options to maximize the mobility and safety of its population; and

WHEREAS, the implementation of Complete Streets will lead to greater transportation connectivity and provide increased opportunities for recreation such as walking and biking; and

WHEREAS, Complete Streets will support economic growth and community stability by providing accessible and efficient connections between home, school, work, recreation, and shopping destinations; and

WHEREAS, Complete Streets will enhance safe walking and biking options for all of Longview's elementary, middle, and high school children; and remove hazardous routes to and from schools and other youth destinations; and

WHEREAS, the City seeks to cultivate opportunities for social connections and strengthen the social fabric of neighborhoods; and

WHEREAS, the City recognizes the necessity for different modes of transportation and acknowledges the need to provide accessible and affordable parking for a variety of vehicle types; and

WHEREAS, the City shall incorporate Complete Streets design features and infrastructure to create a comprehensive, integrated, connected transportation network that promotes health and safety of all users.

NOW, THEREFORE, The City Council of the City of Longview do ordain as follows:

Section 1. New Chapter 12.70 of Longview Municipal Code, "COMPLETE STREETS" is hereby adopted, to read as follows:

This chapter shall be known and may be cited as the "Longview Complete Streets Ordinance."

Section 2. New Section 12.70.010 of Longview Municipal Code, "VISION AND PURPOSE" is hereby adopted, to read as follows:

The City of Longview's vision is a community in which residents and visitors of all ages and abilities are able to travel safely and conveniently on the city's transportation network. The City of Longview shall, to the maximum extent practicable, plan, design, operate, construct, and maintain streets and other facilities that promote safe and convenient access and travel for all "users," including but not limited to: pedestrians of all ages and abilities, motorists, motorcyclists, bicyclists, transit riders and vehicles, school buses and riders, freight vehicles, and emergency service providers.

The City of Longview prides itself on the quality of life available to residents, and encourages active living and safety by providing safe, convenient, healthy and comfortable routes for walking, bicycling, and public transportation.

The purpose of this chapter is to ensure that planning for all users is included during planning, design, construction, maintenance, and replacement of all city transportation projects and plans. The City recognizes that Complete Streets will increase the health and safety of residents, improve economic vitality, and improve connectivity for all modes of transportation within the city.

Complete Streets focuses not on just changing individual streets, but on empowering the decision-making process so that all users are routinely considered during the scoping, planning, designing, building, and operation of all transportation network facilities. Implementation of Complete Streets will increase transportation system access for all users.

Section 3. New Section 12.70.020 of Longview Municipal Code, "APPLICABILITY" is hereby adopted, to read as follows:

This chapter shall apply to all areas within the city limits of Longview. The City will collaborate with the Washington State Department of Transportation (WSDOT), City of Kelso, and Cowlitz County, as needed to carry out this chapter. The provisions of this chapter shall apply, to the maximum extent practicable, to all new construction, improvements, and replacement or rehabilitation of the city of Longview transportation network, whether performed by the City or private party.

Section 4. New Section 12.70.030 of Longview Municipal Code, "DEFINITIONS" is hereby adopted, to read as follows:

Unless specifically defined below, words or phrases used in this chapter shall be interpreted so as to give them the meaning they have in common usage and to give this chapter its most reasonable application.

"City" means the City of Longview.

"Complete Street" means a street that is designed to be safe and accessible for all users, including but not limited to: motorists, motorcyclists, bicyclists, transit riders and vehicles, school buses and riders, freight vehicles, emergency service providers, and pedestrians of all ages and abilities.

"Right of Way" is a general term that means land, property, or interest therein, usually but not always in a strip or corridor, acquired or devoted for transportation purposes.

"User" or "Users" means all individuals, vehicles, or transportation devices that use the transportation network, including but not limited to: bicyclists, freight vehicles, conventional and self-driving vehicles, motorcyclists, public transportation riders and vehicles, school buses and riders, and devices that propel individuals of all ages and abilities, including children, youth, families, older adults and individuals with diverse personal mobility needs. Users may also be interpreted as including their various common and essential items and accompaniments, including but not limited to: shopping bags and boxes, rolling luggage, baby carriages and strollers, service animals, and pets.

Section 5. New Section 12.70.040 of Longview Municipal Code, "EXCEPTIONS" is hereby adopted, to read as follows:

(1) Exceptions to implementing Complete Streets elements are:

a. Street projects may exclude those elements that would require the accommodation of uses of the street prohibited by law.

b. Ordinary maintenance activities such as mowing, snowplowing, sweeping, spot repair, joint or crack sealing, chip sealing, or pothole filling do not require that elements be applied beyond the scope of that maintenance activity.

Ordinary maintenance paving projects should include an evaluation of modifying existing facility conditions to support alternate transportation modes, as well as modifying existing pavement markings and signage to support such alternative transportation modes, as appropriate and reasonable.

(2) The public works director may waive the requirement to include Complete Streets elements when the accommodation of a specific use would result in the following:

a. Have significant unmitigated adverse impacts on environmental resources such as streams, wetlands, floodplains, and geologically hazardous areas, or on historic structures or sites, above and beyond the impacts of the existing infrastructure; or

b. Compromise the integrity of a dike or other water retention or drainage facility.

(3) The City Council may determine that new street construction projects and reconstruction or maintenance paving projects may exclude Complete Streets elements when the accommodation of a specific use is expected to:

a. Require more space than is physically available and the cost to obtain more space would significantly increase the project cost; or

b. Significantly increase the project cost and reasonable alternatives exist within close proximity; or

c. The cost to include the element(s) would be disproportionate and burdensome in relation to the current needs or probable future use.

Section 6. New Section 12.70.050 of Longview Municipal Code, "COMPLETE STREETS INFRASTRUCTURE" is hereby adopted, to read as follows:

As feasible, the City shall incorporate complete streets elements into existing public streets to create a comprehensive, integrated, connected transportation network that balances access, mobility, and the health and safety needs of all users. Complete Streets elements include design features that contribute to a safe, convenient travel experience for all users, including but not limited to:

- Sidewalks
- Paved shoulders
- Shared use paths
- Bicycle lanes
- Shared use lanes
- Automobile lanes
- Trees and landscaping
- Planting strips
- Curbs and accessible curb ramps
- Curb bulb-outs
- Crosswalks, refuge islands, and crosswalk warning lights
- Pedestrian and traffic signals (including countdown and accessible pedestrian signals)
- Directional signals
- Streetscape furniture
- Bicycle accommodations (including parking facilities, signage, and markings)
- Public transportation stops and facilities
- Traffic calming devices (such as traffic circles, roundabouts, pavement bumps, intersection treatments, narrow vehicle lanes, and raised medians)
- Surface treatments such as paving blocks, textured asphalt, and textured concrete
- Appropriate lighting for speed and type of travel
- Appropriate streetscapes that appeal to and promote pedestrian use
- Parking spaces

Section 7. New Section 12.70.060 of Longview Municipal Code, "DESIGN CRITERIA" is hereby adopted, to read as follows:

Transportation facilities shall be designed to include Complete Streets elements that will best serve the transportation needs of all users. The priority shall be on the needs and comfort of all users, considering issues such as street design and width, desired operating speed, street lighting, beautification and connectivity.

The Public Works Department shall maintain street and transportation system planning, design criteria, standards, and guidelines based upon recognized best practices in design, construction and operation as specified or recommended by most recent versions of the following:

- Direction from the City Council
- Recommendations of the Complete Streets Advisory Committee
- Longview Comprehensive Plan and Zoning Map
- City of Longview Standard Plans and Specifications
- Longview School District School Walk Route Maps
- Manual On Uniform Traffic Control Devices (MUTCD)
- American Association of State Highway Transportation Officials (AASHTO)
- Washington State Department of Transportation Local Agency Guidelines Manual (LAG);
- Institute of Transportation Engineers (ITE)
- National Association of City Transportation Officials (NACTO)
- Other appropriate sources of standards and guidelines

The context and character of the surrounding built and natural environments shall be considered in all plans, design criteria, standards and guidelines.

Section 8. New Section 12.70.070 of Longview Municipal Code, "IMPLEMENTATION" is hereby adopted, to read as follows:

Complete Streets shall be achieved either through specific projects or through a series of smaller improvements or maintenance activities over time. The implementation of various Complete Streets elements will utilize current and adequate design criteria, guidelines, and recommendations. The design of Complete Streets elements shall be based on a context sensitive approach based on analysis of existing conditions and present and future needs for all users. The system's design will be consistent with and supportive of local neighborhoods, recognizing that transportation needs vary and must be balanced in a flexible, safe and cost-effective manner.

A Complete Streets Advisory Committee is hereby established consisting of seven members. The Committee shall be chaired by the City Engineer, who shall be a voting member. The remaining six members of the Committee should be representative of various transportation system users and facets of the community such as motorists, bicycling, motorcycling, walking, the disabled community, public transit, and the business community. Except for the City Engineer, Committee members will be appointed by the City Council and serve a two year term. The City Council may re-appoint Committee members to additional terms. The City will seek advice from the Complete Streets Advisory Committee regarding Complete

Streets elements, transportation system plans and design criteria, and when otherwise needed to fulfill the goals of this chapter.

Section 9. New Section 12.70.080 of Longview Municipal Code, "PARTNERSHIP AND COOPERATION" is hereby adopted, to read as follows:

The City will cooperate and foster partnerships with other planning, operating, and funding agencies including but not limited to the following: Federal Highway Administration; Washington State Department of Transportation; Washington State Department of Health; Washington State Transportation Improvement Board; Regional Transportation Planning Organization; Metropolitan Planning Organization; City of Kelso; Cowlitz County; Longview School District; Cowlitz Transit Authority; residents; businesses; interest groups; and neighborhoods, to ensure the needs of all agencies, groups, and users are considered and that the principles and practices of Complete Streets are communicated and considered in their scoping, planning, design, construction, and maintenance activities within the city of Longview or connecting with the city of Longview transportation system. The City will specifically cooperate to ensure the transportation network flows between jurisdictions in accordance with local and regional road, public transit, bicycle, and pedestrian plans.

Section 10. New Section 12.70.090 of Longview Municipal Code, "PERFORMANCE MEASURES" is hereby adopted, to read as follows:

The Public Works Director or designee shall report to the City Council on an annual basis to review achievements and performance measures to evaluate progress made implementing Complete Streets and identify opportunities for improvement. Performance measures shall be determined by the Public Works Director and may include, but are not limited to:

- Number of bicycle facilities created or improved
- Number of pedestrian facilities created or improved
- Number of ADA accommodations created or improved
- Number of exceptions or waivers
- Miles of streets or paths that received Complete Streets elements
- Transportation projects undertaken and the extent Complete Streets elements were included
- Planned transportation projects for the next year and the extent to which each of the projects will include Complete Streets elements

Section 11. If any section, subsection, clause, phrase or word in this ordinance is for any reason held invalid or unconstitutional or unenforceable by a court of competent jurisdiction, such section shall be deemed a separate provision and such holding shall not affect the validity of the remaining portions of this ordinance.

Section 12. The City of Longview City Clerk is hereby ordered and directed to cause this Ordinance to be published.

Section 13. Any act consistent with the authority and prior to the effective date of this Ordinance is hereby ratified and affirmed.

Section 14. This Ordinance shall be in full force and effect from and after thirty (30) days from the date of its passage and publication as provided by law.

Passed by the City Council this __**7th**__ day of **__November__**, 2019.

Approved by the Mayor this **__7th___** day of **___November___**, 2019.

_____
MAYOR

ATTEST:

_____
City Clerk

APPROVED AS TO FORM:

_____
City Attorney

Published: _____

Memorandum

October 31, 2019

TO: City Council

FROM: Ken Hash, City Engineer

SUBJECT: Complete Streets Information and Recommendations

What is a complete street?

(From Smart Growth America)

Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.

Creating Complete Streets means transportation agencies must change their approach to community roads. By adopting a Complete Streets policy, communities direct their transportation planners and engineers to **routinely design and operate the entire right of way to enable safe access for all users**, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians, and bicyclists—making your town a better place to live.

What does a Complete Street look like?

There is no singular design prescription for Complete Streets; each one is unique and responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more.

A Complete Street in a rural area will look quite different from a Complete Street in a highly urban area, but both are designed to balance safety and convenience for everyone using the road.

Local Examples

38th Avenue

Commerce Avenue

10th Avenue

Memorial Park Drive

What are the benefits of Complete Streets?

Complete Streets help create livable communities for various types of users, including children, people with disabilities, and older adults. Complete Streets improve equity, safety, and public health, while reducing transportation costs and traffic woes.

Complete Streets Foster Livable Communities

Communities are increasingly embracing smart growth to meet their residents' desire for choices in housing, shopping, recreation, and transportation. Complete Streets meet the demand for transportation options, while promoting other community goals. They provide safe and affordable access for everyone, whether traveling to school, work, the doctor, or their favorite restaurant.

More than half of Americans recently surveyed would like to walk more and drive less. Poor community design and lack of pedestrian facilities are the primary reasons people cite for not walking more. An overwhelming number of people support policies intended to make their communities more livable by reducing traffic speed and creating a safer pedestrian environment.

Complete Streets contribute many benefits to the surrounding community:

- Wide, attractive sidewalks and well-defined bike routes, where appropriate to community context, encourage healthy and active lifestyles among residents of all ages.
- Complete Streets can provide children with opportunities to reach nearby destinations in a safe and supportive environment.
- A variety of transportation options allow everyone – particularly people with disabilities and older adults – to get out and stay connected to the community.
- Multi-modal transportation networks help communities provide alternatives to sitting in traffic.
- A better integration of land use and transportation through a Complete Streets process creates an attractive combination of buildings – houses, offices, shops – and street designs.
- Designing a street with pedestrians in mind – sidewalks, raised medians, better bus stop placement, traffic-calming measures, and treatments for travelers with disabilities – may reduce pedestrian risk by as much as 28 percent.
- A livable community is one that preserves resources for the next generation: Complete Streets help reduce carbon emissions and are an important part of a climate change strategy.

What a Complete Streets Ordinance Does Not Do.

It will not turn Longview into Portland nor Seattle.

It is not a demand to convert lanes for cars into bike paths.

It is not a demand for us to get out of our cars.

We are not required to give up streets

We will not all be driving electric cars or riding bikes and scooters.

A complete Streets Ordinance makes us look at our street right of way from a different and more inclusive perspective.

Why enact a Complete Streets Ordinance?

A complete Streets Ordinance makes us look at our street right of way from a different perspective.

An ordinance shows that City Council is listening to the needs of the community and providing leadership.

More and more funding sources are asking for, giving preference to, or requiring communities to have complete streets ordinances.

There is a pool of funding offered by the Transportation Improvement Board that can only be awarded to agencies with *complete streets ordinances*.

Who has a Complete Streets ordinance?

- 119 Washington cities and counties including:
    - Battle Ground
    - Castle Rock
    - Cathlamet
    - Vancouver

Whose ordinances are considered models for other communities?

- Wenatchee
- Yakima
- Vancouver
- Aberdeen
- Castle Rock

10 elements of a successful complete Street Policy

1. Sets a vision.
    a. What do you want from your streets?
    b. What will consistently rally support from the general public and elected officials?

2. Includes all users and all modes.
    a. A clearly stated directive to include the needs of all people, regardless of how they travel, into the everyday transportation decision- making process.

3. Applies to all phases of all applicable projects.
    a. Integrate Complete Streets into planning, design, construction of all projects:
        i. New construction
        ii. Reconstruction
        iii. Rehabilitation
        iv. Repair
        v. Repaving
        vi. Major maintenance
        vii. Operations

4. Specifies and limits exceptions, with management approval required.
    a. Provides flexibility, but must not be exploited.
    b. Three common exceptions:
        i. Where user groups are prohibited
        ii. When the cost is excessively disproportionate to need and use
        iii. Documented absence of current AND future need
    c. Additional exceptions weaken Complete Streets objectives.

5. Emphasizes connectivity.
    a. More than one or two "complete" streets are planned or created
    b. Connected, integrated system that provides for all users
    c. Ensures gaps are filled

6. Is understood by all agencies to cover all roads.
    a. Many agencies have a stake in the funding, planning, and development of our streets.
    b. Create partnerships
    c. Communication between jurisdictions and agencies at all levels

7. Uses the best and latest design standards and is flexible.
    a. Use the best and latest design standards available
    b. Allow for flexible approaches to design

8. Complements the community's context.
    a. Design relates well to type of neighborhood and buildings

9. Sets performance standards.
    a. Systematic collection and reporting of data
    b. Ensures compliance with policy goals
    c. Enables informed decision-making
    d. Short and long term

10. Includes implementation steps.
    a. Effective implementation means:
        i. Organizing implementation activities
        ii. Restructuring procedures, policies, and programs
        iii. Rewriting or updating design guidance
        iv. Offering training opportunities to transportation staff, community leaders, and the general public
        v. Creating new performance measures

RECOMMENDATIONS

- Enact a Complete Streets Ordinance.
- Update the City of Longview Standard Plans and Specifications to reflect the Complete Streets Ordinance.

NEXT STEPS

- Continue Sidewalk Repair Program
- Continue to add and replace ADA Ramps
- Create a Bike Plan
- Create a pedestrian/walk route plan
- Team with the Longview School District and LPD to strengthen the Safe Routes To School plans

COMPLETE STREETS

Ken Hash, City Engineer

October 3, 2019

COMPLETE STREETS

WHAT IS A COMPLETE STREET?

ACTIVE SIDEWALKS

Sidewalks should be smooth, wide, feel safe, and have appropriate transitions to the street, making them easy to walk or use a wheelchair on

DEDICATED BIKE LANES

Simple pavement markings creating a dedicated bike lane make both motorist and bicycle movement more predictable, and therefore safer for both. They may increase the likelihood of casual riders using bicycles for transportation

ACTIVE ROADWAY

One lane of car traffic going in each direction with a two-way-left-turn-lane (TWLTL) in the center would reduce the amount of car crashes on Government Street by providing turning vehicles a refuge from through traffic, while keeping through traffic moving more efficiently

SAFE CROSSWALKS

Clearly marked crosswalks allow pedestrians and wheelchair users to cross streets safely, while making sure cars know where to expect them

PLANTING STRIP

Street trees and landscaping slow speeding traffic, improve the aesthetics of the roadway, provide shade, and create a buffer between cars and people, making a more inviting environment for pedestrians

GREEN SPACES

Parks and public green spaces create a destination, encouraging community interaction and providing a rest from the surrounding urban environment

What Does a Complete Street Look Like?

Local Examples

What are the Benefits of Complete Streets?

Complete Streets:

- Help Create Livable Communities
- Help Improve Equity
- Help Improve Safety
- Help Improve Public Health
- Help Reduce Transportation Costs
- Help Reduce Traffic Woes

What a Complete Streets Ordinance Does Not Do.

- It will not turn Longview into Portland nor Seattle.
- It is not a demand to convert lanes for cars into bike paths.
- It is not a demand for us to get out of our cars.
- We are not required to give up streets.
- We will not all be driving electric cars or riding bikes and scooters.

A Complete Streets Ordinance makes us look at our street right of way from a different and more inclusive perspective.

COMPLETE STREETS

Why enact a Complete Streets Ordinance?

A Complete Streets Ordinance makes us look at our street right of way from a different perspective.

An Ordinance shows the City Council is listening to the needs of the community and providing leadership.

More and more funding agencies are asking for and giving preference to communities with Complete Streets Ordinances.

There is a pool of funding offered by the Transportation Improvement Board that can only be awarded to agencies with *Complete Streets Ordinances*.

Who has a Complete Streets Ordinance?

119 Washington Cities and Counties including:

- Battle Ground
- Castle Rock
- Cathlamet
- Vancouver

COMPLETE STREETS

Whose Ordinance is currently the best?

- Wenatchee
- Yakima
- Vancouver
- Aberdeen
- Castle Rock

10 Elements of a Successful Complete Streets Policy

- Vision
- All Users, All Modes
- All Phases
- Exemptions Approval
- Connectivity
- All Agencies
- Best and Latest
- Context
- Performance Standards
- Implementation

COMPLETE STREETS

RECOMMENDATION

Enact Ordinance No 3413 - Complete Streets Ordinance.

COMPLETE STREETS

NEXT STEPS

- Update City of Longview Standard Plans and Specifications to reflect Complete Streets Ordinance
- Continue Sidewalk Repair Program
- Continue to Add and Replace ADA Ramps
- Create a Bike Plan
- Create a pedestrian/walk route plan
- Team with Longview School District and LPD to strengthen Safe Route To School plans

City of Longview

Agenda Summary

RESOLUTION 2313 ADOPTING THE 2019 UPDATE TO THE 2008 HIGHLANDS NEIGHBORHOOD REVITALIZATION PLAN

RECOMMENDED ACTION:
MOTION TO APPROVE RESOLUTION 2313, ADOPTING THE 2019 HIGHLANDS NEIGHBORHOOD REVITALIZATION STRATEGY.

COUNCIL INITIATIVE ADDRESSED:
Preserve and enhance neighborhoods
Address quality of place issues

CITY ATTORNEY REVIEW: REQUIRED

SUMMARY STATEMENT:
At the October 24, 2019 regular City Council meeting an update to the Highlands Revitalization Plan was presented to the City Council. The Highlands Neighborhood Revitalization Strategy Update was approved by Council in June of 2017 as a CDBG funded planning project in the amount of $20,000. The updated plan will provide for continued neighborhood revitalization using public and private partnerships (residents, landlords, community organizations, Community Development Housing Organizations (CHDO), faith-based groups, and businesses) to identify and address housing, socioeconomic, human service, and public facility needs and infrastructure improvements. The facilitators of the updated plan are the Highlands Neighborhood Association (HNA), the Neighborhood Resource Coordination Council (NRCC) represented by Elizabeth Haeck and Cowlitz County Habitat for Humanity (CCHFH) represented by Diane Peron. The update effort involved assessment of the successes of the 2006 Highlands Neighborhood Revitalization Strategy and outreach to the neighborhood residents, past partners, and community at large to generate an updated vision for continuing the revitalization effort. Adoption of the plan update demonstrates the continued focus of the City of Longview on revitalizing the Highlands Neighborhood.

STAFF CONTACT:
John Brickey, Community Development Director

Attachments:

1. Resolution 2313 Adopting 2019 Highlands Neighborhood Plan
2. Highlands Revitalization Plan Final Draft - 10-29-19 pdf

Resolution No. 2313

A RESOLUTION ADOPTING THE 2019 UPDATE TO THE 2008 HIGHLANDS NEIGHBORHOOD REVITALIZATION PLAN

WHEREAS, the Longview City Council established revitalization for the Highlands areas as a top priority of the city during their annual planning and goal-setting retreat held in 2006; and

WHEREAS, continued effort by the Highlands Neighborhood Association (HNA) in partnership with the City of Longview and other community partners is ongoing to implement the Highlands Neighborhood Revitalization Plan; and

WHEREAS, the council earmarked a portion of the Community Development Block Grant entitlement funds the city received from the U.S. Department of Housing & Urban Development to update the 2008 Highlands Neighborhood Revitalization Plan; and

WHEREAS, these federal funds are provided on a formula basis each year to assist in meeting the housing and community development needs of low to moderate income residents of the city; and

WHEREAS, the Highlands Neighborhood Association (HNA), the Neighborhood Resource Revitalization Council (NRRC) represented by Elizabeth Haeck, and the Cowlitz County Habitat for Humanity (CCHFH) represented by Diane Peron submitted a proposal and was selected to do the planning work, which began in October of 2017; and

WHEREAS, the update effort involved outreach to the neighborhood residents, past community and agency partners, and the community at large to generate an updated vision for continuing past successes and the revitalization effort; and

WHEREAS, the HNA, NRCC, and CCHFH assessed the success of the 2008 Highlands Neighborhood Revitalization Plan, developed updated strategies, reviewed community input, and prioritized the actions recommended in the plan known as the 2019 Highlands Neighborhood Revitalization Plan; and

WHEREAS, the City Council has reviewed and desires to adopt the proposed Plan;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Longview as follows:

Section 1. That the 2019 Highlands Neighborhood Revitalization Plan ("Plan") submitted to the City Council, a copy of which is hereto attached and marked Exhibit "A", is hereby adopted as the Plan for continued revitalization of the Highland Neighborhood.

PASSED by the City Council of Longview, Washington, and approved by its Mayor this _____ day of _____, 2019.

_____
Mayor

ATTEST:

_____
City Clerk

Highlands Revitalization Plan

Highlands Photos by Photographer Hakan Axelsson

2019 UPDATE

The Highlands Revitalization Plan Update is a **Cowlitz County Habitat for Humanity**, **Highlands Neighborhood Association**, and **Neighborhood Resource Coordination Council**, Cooperative Project.

The 2008 Highlands Revitalization Plan and 2019 Highlands Revitalization Plan Update projects were prepared for the City of Longview, WA and funded by the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) entitlement funds.

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Contributors

Community Representatives:

Linda Brigham–President; Highlands Neighborhood Association
Donna Belt–Former President; Highlands Neighborhood Association
Amy Thompson-Highlands Youth
Jeremy Hilton-Highlands Neighborhood Association/Elevate Youth Director
Dave Belt-Lion's Den Boxing Club / Highlands Resident
Participants of the Highlands Elevate Youth Group
Juan Rodriquez–Lion's Den Boxing Club Director
Nelson Hooper-Resident/Highlands Security Consultant
Viola Benedict- Highlands Neighborhood Association
Terry Landers- Highlands Neighborhood Association
Patsy Hite-Highlands Resident/Longview Church of the Nazarene
Pat Thompson-Highlands Resident
Lyn Doehne-Highlands Neighborhood Association/Leader Breakpoint Girls Club

City Representatives:

John Brickey–Community Development Department Director
Adam Trimble–Interim Planning Manager
Hailey Sattler–Community and Economic Development Specialist
Steve Coons-Finance Manager
Captain Debbie Pineda-Longview Police Department (LPD)
Cindy Lopez Werth-Community Service Officer, LPD
Sergeant Doug Kazensky-LPD
Corporal Kyle Sahim-LPD
Ruth Bunch-Geographic Info Systems Coordinator
Anita Hyatt-Crime Analyst, LPD
Chris Skaugset – Library Director
Elizabeth Partridge - Adult Services Librarian/Literacy Coordinator
Ken Hudson-Longview Code Compliance Inspector
Gregg Hannon-Manager: Solid Waste, Recycling and Code Compliance
Justin Brown-Recreation Manager, Longview Parks and Recreation Department
Karry Williquette-Recreation Coordinator, Longview Parks and Recreation Department

Organizational Representatives:

Alyssa Joyner-Industry Initiatives Manager, Workforce SW WA
Ben Stewart-Data Analyst, Habitat for Humanity International
Josh Claypool-Property Analyst, Cowlitz County Assessor's Office
Bill Fashing-Executive Director, Cowlitz Wahkiakum Council of Governments

Carole Harrison-Cowlitz County Health and Human Services
Daniel Zorn-Superintendent, Longview School District
Elizabeth Stratton-SNAP Ed Program Manager, WSU Extension Office
Jennifer Leach- Associate Professor, WSU Extension Office
Mindy Leasure-Executive Director, Lower Columbia Head Start/ECEAP
Melissa Taylor-Director of Program Development-Lower Columbia CAP
Paul Youmans-Executive Director, Pathways 2020
Sharon Weinhold-Coordinator, Cowlitz Community Health and Safety Network
Vickie Rhodes-Housing Assistance Programs Manager, Housing Opportunities of SW WA
Jennie Bergman-Director, Cowlitz AmeriCorps Network/LifeWorks
Judy Potter-Parents Place

Business Representatives:

Gena Ramey- Office Manager Human Resources, Millennium Bulk Terminals
Peter Bennett-Marketing Manager, Millennium Bulk Terminals
Dan Evans-Chairman, J.H. Kelly Inc.
Sharon Bergman-J.H. Kelly Inc.
Steve Gragg- Senior Project Manager, J.H. Kelly Inc.
Brynn Lovingfoss-Sharp Property Management
Michele Fischer-Financial Manager, Weyerhaeuser/Valley Christian Church

Consultants:

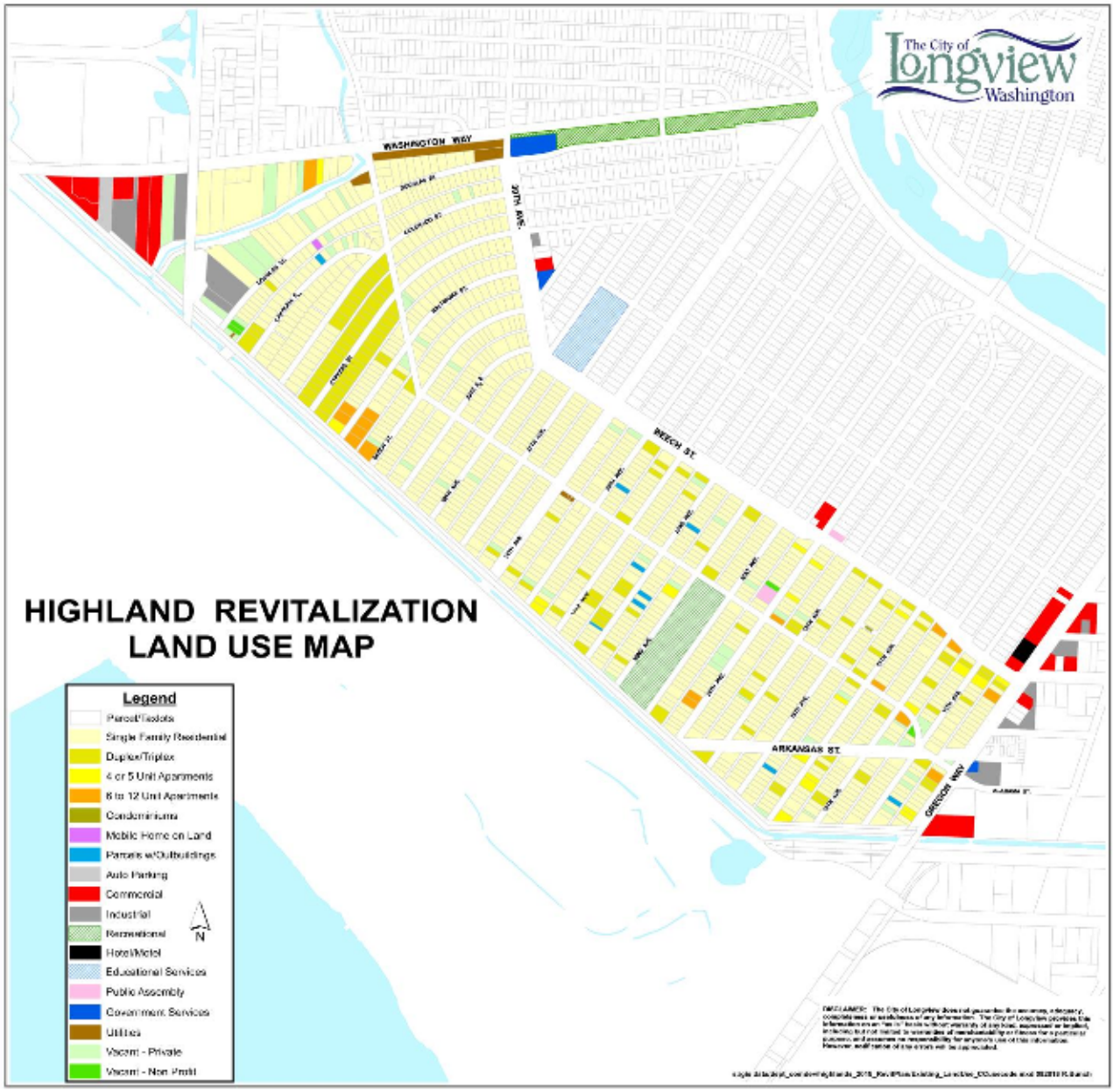
Elizabeth Haeck-Project Manager/Author
Diane Perron–CEO Cowlitz County Habitat for Humanity
John Brickey-Director, Longview Community Development Department

Special Thanks to:

Gary D. Haeck Sr.-Consultant, Retired
Diane Perron–Executive Director/CEO Cowlitz County Habitat for Humanity
John Brickey–Director Community Development Department, City of Longview
Christal Brown–Independent Consultant/Copy Editor/Children's Book Author
Donna Belt-Former Highlands Neighborhood Association President
Linda Brigham- Highlands Neighborhood President
Adam Trimble-Interim Planning Manager, City of Longview
Ruth Bunch-Longview GIS Department
Captain Debbie Pineda and Anita Hyatt-Longview Police Department
Shannon Hoskins-Data Analyst, Cowlitz County Health and Human Services Dept.
Ken Hudson-Longview Code Compliance Inspector

Neighborhood Location and Description

The Highlands neighborhood is bounded by Washington Way on the North, Oregon Way to the South, Industrial Way on the West and 30th Avenue/Beech Street on the East. The neighborhood is dominated by single-family homes, except for commercial or industrial frontage properties which include St. Helens Elementary School at 30th Avenue and Beech Street; the Highlands Trail; 15th Avenue to Douglas Street along the neighborhoods southern border, Archie Anderson Park; which lies between 30th and Beech Street, and the Highlands Community Center; located on the corner of 21st and Alabama Street, directly across from Archie Anderson Park.



An evaluation of the 2008 plan's impact was created by:

1. Searching out the most recent Highlands specific data available and comparing it with data included in the original plan.
2. Researching plan recommendations to identify what strategies have been implemented, what has worked and should continue, what has not been effective, and what original resources are still available.
3. Conducting interviews, surveys, and group workshops to gather information around each entity's efforts to improve conditions in the neighborhood and to gain input regarding each strategy's effectiveness.
4. Highlands residents, Highlands Neighborhood Association members, partnering organizations, businesses, and City of Longview departments, were included in the process. Additionally, contributors were asked to share their thoughts regarding mapping the path forward.

A Brief History of the 2008 HRP

In 2006, the Longview City Council identified the revitalization of the Highlands neighborhood as a high priority in the city's strategic plan. They set aside Community Development Block Grant (CDBG) funds to create a Highlands revitalization strategy. Cowlitz-Wahkiakum Council of Governments authored the plan. It was completed and adopted by the city in 2008.

The Highlands Revitalization Plan (HRP), recommended strengthening community-based leadership and building long-term strategic alliances among community partners and the Highlands Neighborhood Association (HNA). The HNA was to become an inside connection point for agencies and organizations who would come alongside the residents, supporting them in accomplishing their own community renewal. The Highlands Neighborhood Association and the network of community partnerships have become powerful agents for change and continue to be the best path forward as the revitalization process continues.

2008 Plan Structure

The Place-Based Approach; a philosophy that lasting change occurs from the inside out, relied on three primary methods to accomplish the city's Highlands renewal goal:

1. **The Asset Based Community Development (ABCD) Model**; Building Communities from the Inside Out: a process that empowers residents of distressed communities to meaningfully participate in their own community renewal
2. **Crime Prevention through Environmental Design (CPTED)**; a multi-disciplinary approach to deterring criminal behavior through environmental design.
3. **Targeted Phasing Areas;** a strategy that involves creating a public improvements schedule which synchronizes community improvements with phased target areas, so that private and public improvements achieve a greater visible impact in a shorter amount of time.

The plan's proposed organizational framework was to develop a Public/Private partnership structured in this way:

***Neighborhood Resource Coordination Council** (NRCC) a group of individuals representing neighborhoods, agencies, organizations, foundations and governmental bodies. The groups meet regularly for the purpose of ensuring communication between participating organizations and neighborhoods. Conversations facilitated by an NRCC can help identify and coordinate needs and resources. This kind of cross-sector communication can accelerate the neighborhood revitalization process.

****Community Development Corporations** (CDC) A community development corporation (CDC) is a not-for-profit organization incorporated to provide programs, offer services and engage in other activities that promote and support community development. CDCs usually serve a geographic location such as a neighborhood or a town, especially those that are impoverished or struggling (National Alliance of Community Economic Development Associations (NACEDA))

***City Level Strategies** are plan recommendations that can be implemented through current and proposed city programs and funding mechanisms.

****Community Level Strategies** are programs and activities intended to be implemented by existing or new agencies, organizations, service providers and/or funders at the local, state, or national level.

*****Neighborhood Level Strategies** are activities that community residents can implement on their own, with little or no outside assistance.

Targeted Phasing Areas and a CDC did not materialize. While concentrating efforts on specific zones is usually considered best practice, seizing opportunities as they present themselves has proven more practical. The intended outcome of high visibility improvements is being accomplished by welcoming partners to contribute according to their missions and available resources and in response to opportunities created through HNA's inside efforts. A Community Development Corporation (CDC) was never established, however, as the Neighborhood Resource Coordination Council develops, it has the potential to fill this role by establishing itself as a dual-purpose organization.

A Neighborhood Resource Coordination Council (NRCC) was formed to strengthen and support communication and cooperation between organizations and neighborhood associations. According to the Self-Healing Communities Model developed by Laura Porter, former director of the Washington State Family Policy Council, and Dr. Robert Anda; Co-Author of the Adverse Childhood Experience Study, an NRCC is an essential layer of support for asset-based neighborhood improvement.

Effectiveness of 2008 Strengths-Based Method

The Asset-Based Community Development (ABCD) process involved residents in designing and executing many of the strategies for community improvement. It sought to build on community assets and potential in order to expand positive resources throughout the neighborhood.

Key plan recommendations accomplished:

- ✓ Establish a neighborhood association (HNA) - *Established 2008*
- ✓ Engage a Community Coach - *Engaged 2009-2012*
- ✓ Engage an Interagency Coordinator - *Merged with Coach 2010-2012*
- ✓ Create a network of community partners - *Network created 2010-ongoing*
- ✓ Establish a Highlands Community Center - *Community center established 2010*

The Highlands Neighborhood Association (HNA), an essential revitalization plan recommendation, was established soon after the HRP was adopted by the city of Longview in 2008.

Highlands Community Coach, a second key recommendation was satisfied when the city designated Community Development Block Grant funds to seek funding for a Community Coach. The successful Northwest Health Foundation grant request was awarded to HNA in 2009. The coach would be tasked with empowering community members at the grass-roots level. The individual would provide information, technical assistance, and resident leadership development.

Interagency Coordinator was recommended to develop an implementation plan and act as an interagency liaison to promote participation by community institutions, businesses, and other area resources in the execution of the plan. The coordinator was to serve at the broader community level and possibly as a grant writer to identify and align potential resources.[1]

The coach and interagency coordinator roles were combined. The position was contributory in recruiting and training residents, in organizing and connecting local organizations, institutions, and businesses, and in helping the HNA write several successful grant applications. The community organizer "Coach" strategy empowered Highland residents in achieving project goals.

Network of Community Partners was developed following the Asset-Based Community Development approach outlined in the plan.[2] The HNA serves as an inside link, allowing partners to connect within Highlands' borders. The informal network is made up of the HNA, local and regional institutions, faith-based groups, and businesses. All have an interest in improving the Highlands neighborhood and helping its residents succeed. Most partner's focus areas align with at least one of the plan's four strategic areas of impact; Crime Prevention & Neighborhood Safety, Housing & Neighborhood Appearance, Community Facilities and Services or Economic Development & Asset Building. The network has over seventy-five members. The partners have implemented nearly 500 programs and events, provided funding for programs and activities, donated equipment, provided volunteers, etc. The network has been the foundation for project successes.

HNA at Highlands Police Satellite Office: as recommended in the plan, relations between HNA and Longview's Police Department were strengthened through outreach and communication. As a

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1 2008 Highlands Revitalization Plan "Key Next Steps"
2 The ABCD process discovers and mobilizes community strengths. Asset-Based Community Development, ABCD Institute, Northwestern University, Chicago Ill

result, another recommendation was achieved; in 2010 HNA established a public outreach office at LPD's Highlands Satellite Station. The two organizations worked closely to support and build trust with Highlands community members. Due to the loss of staff, the HNA office at the satellite station is no longer open for public outreach.

Highlands Community Center: another key HRP goal was realized in 2010. Several partners including Longview's Community Development Department, Lower Columbia CAP, Lower Columbia Head Start ECEAP and the Health Care Foundation (HCF) helped HNA establish the center. The Community Development Department identified the property and provided guidance on acquisition, zoning, and compliance. CAP, the property owner, significantly reduced monthly rent. Head Start established a program in half of the building and shared expenses, and the HCF granted staffing and operating costs for the first year.

This critical accomplishment enabled residents to congregate and partners to provide place-based programming. According to sign-in logs, nearly 5,000 guests visited the center in 2011, the first full year of operation. 7,217 visitors signed the guest log in 2018.

By 2012 the small facility was outgrown. The network of community partners and the donation of a blighted Highlands property by a private homeowner made the purchase of a new larger, more centrally located center possible. Sharp Properties, a member of the partnership network, provided a no interest bridge loan until HNA was able to locate funding. Proceeds from the donated property and grants from Weyerhaeuser & The Health Care Foundations made it possible for the HNA to pay off all debt associated with the new center within one year. A Community Development Block Grant, and grants from Millennium Bulk Terminals, Weyerhaeuser Foundation and J.H. Kelly LLC, funded a complete remodel of the new building. Local organizations including a Goodwill construction training program, J.H. Kelly LLC, Cowlitz County Habitat for Humanity, Love I.N.C., Eric Pucci Re/Max Realty, Highlands residents and others, donated much of the labor. A grant from the Community Foundation of S.W. Washington funded a community center director and operating costs for 2013. Organizations like the Weyerhaeuser Foundation, Millennium, Cascade Networks, and the City of Longview covered costs, donated technical support and purchased computers for the community center's public computer lab.

Currently, a Highlands resident acts as a volunteer community center director. Although the director is not able to keep the facility open to the public on a consistent basis, a schedule of programs facilitated by community partners is maintained. During the community coach era, grants funded a director's position. Staff members from community job training programs made it possible to keep the center open six days a week. With the additional staff support, more agencies and organizations were able to provide weekly and monthly programming at the center.

Additional Accomplishments:

- Construction of a pedestrian trail along Industrial Way - *Completed in 2012.* The Highlands trail follows the southern border of the neighborhood from Oregon Way to Douglas Street
- Establish a Neighborhood/Family Service Center. The Highlands Community Center meets this goal. The center was *established in 2010* and provides a venue for partnering organizations to provide programming to residents. Architectural plans have been completed for a new facility to increase program availability.
- Housing rehabilitation assistance to properties within the neighborhood - Lower Columbia Community Action Program (CAP), Cowlitz County Habitat for Humanity, Love I.N.C., and Housing Opportunities of Southwest WA, Hard Hats for Christ and Goodwill support this

ongoing strategy for blight reduction. Longview's Code Compliance Department provides technical support: *Ongoing*

- Easement for neighborhood gateway signage was established in 2010.
- Archie Anderson Park improvements; resurfacing and outdoor lighting have been added to the park's basketball court and new playground equipment installed at the North end of the park, *2010-2019*. The improvements border Alabama Street, a major neighborhood artery. A new boxing facility for youth engagement has been added to the park. The is park currently being renovated.
- Installation of streetlights, sidewalk ramps, and trees along 25th/26th Avenues, another principal roadway in the neighborhood, were completed in *2011*.
- Outreach to Highlands residents; ongoing through programs and community events. Weekly door-to-door outreach during Coach era *2010-2012*
- Programs and Services offered to residents: ongoing since the establishment of the community center in *2010*.
- An Asset Inventory/Community Time-Bank was established in *2011.* Sixty-one Highlands residents joined the bank and 174 exchanges were made. Exchanges included lawn mowing, ride sharing, letter & resume writing, home maintenance, roof repair, dog walking, mending, etc. The bank was discontinued in 2013 due to a loss of staffing. Reestablishing the time-bank is a high priority for residents.
- A Community Garden was established on two borrowed lots in *2011.* Thirty-seven garden plots were assigned to Highlands residents. A Weyerhaeuser grant purchased the lots for the neighborhood association in 2012. As a result of a shortage of volunteer managers, the project was abandoned in 2014. A second garden was created and a greenhouse added at the new community center location in 2018.

A Network of Community Partners

The Highlands Neighborhood Association and Its Collaborative Network

2019 Highlands Neighborhood Association

The Highlands Neighborhood Association is the cornerstone of the Highlands revitalization project**.** Over the past decade, the steadfast group of volunteer residents is credited with organizing dozens of alley and property clean-ups, several annual holiday outreach programs, multiple youth engagement activities, resident support projects, and community celebrations. They have established a community center, a community library, community gardens, a time bank, a youth boxing club, a public computer lab, and published a monthly newsletter. They have solicited and received hundreds of thousands of dollars in grant funds for use in accomplishing neighborhood revitalization goals. All of these accomplishments were products of the HRP's strong reliance on the network of community partners. The partners came alongside residents to support them in achieving their own community renewal goals.

Partners and their Contributions

The following is a list of contributions from 2008-2018. Some of the organizations and many of the resources to accomplish the contributions no longer exist. The list is meant to be a documentation of how a community, when mobilized, can improve outcomes for distressed communities.

Crime Prevention and Neighborhood Safety

Longview Police Department (LPD):

- Operate Highlands Satellite Office
- Neighborhood events aimed at public safety: Park events, block parties, programs etc.
- Utilize traditional law enforcement techniques as recommended in the previous plan
- Go beyond traditional police work to find solutions; "Sometimes it's just making connections"
- Focus on Highlands crime hotspots
- Assign specific officers "Neighborhood Champions" to Highlands area
- Utilize focused nuisance abatement
- Organize, train and support Alley-Gators; a group of volunteers supporting police/community safety
- Report code compliance violations (nuisance abatement) to code compliance dept.
- Officers volunteer time to participate in neighborhood, alley, and graffiti clean-up events
- Cooperate with property owners (landlords) to eliminate tenant-based drug nuisances
- Encourage third party policing interventions
- Effective outreach to apartment complex owners; training-best practice for safety and security
- Information and training to Block Watch, a partnership between citizens and LPD, to help make neighborhoods safe
- Participation in neighborhood events such as Movie Night Out and other park events
- Courtesy speed readings upon request or in response to complaints
- Implement Crime Prevention Through Environmental Design Principles and provide trainings
- Collaborate with D.O.C.; Parole enforcement and warrant sweeps to decrease parole violations
- Monthly Highlands Neighborhood Matters program at community center
- Assist in establishing McGruff/Safe Houses and Block Parent Programs Provide Safe School assessments to ensure student safety

Department of Corrections:

- Provide supervision and work crews for neighborhood and alley clean-ups
- Attend and contribute to HNA meetings
- Participation in neighborhood events and training opportunities
- Partner with LPD to locate and remove non-compliant parole/probation violators
- Maintain Highlands field office
- Provide input and advice to neighborhood association

Block Watch Program:

- Active Block Watch 100 block of 16th Ave
- Block & Alley Clean-ups
- Block Watch education and trainings
- Provide support for forming Block Watch groups
- Practice CPTED principals to enhance neighborhood safety

Alley Gators:

- Patrol neighborhood and alleys
- Provide volunteers for LPD Satellite Office

Emergency Support Shelter:

- **Participate in Highlands Outreach Activities**
- **Provide D.V. related resources and information to HNA/Residents**
- **Provide education and presentations to HNA and Highlands residents**

Housing & Neighborhood Appearance

Boy Scouts of America:

- Weekly Boy/Cub Scout programs at community center
- Neighborhood Service projects
- Partner with Millennium to clean-up dike area
- Weekly special Needs Boy Scout Program at community center
- Door to door flyer distribution
- Day of caring Highlands participation
- Highlands car care day; minor repairs and maintenance for low-income residents

Habitat for Humanity: *(impacts multiple areas of focus)*

- Affordable housing within Highlands Neighborhood
- Long-term HNA Support
- Blight reduction
- Health and safety improvements to owner occupied housing
- Highlands outreach programs
- Participate in Highlands programs and events
- Lead agency in supporting the Neighborhood Resource Coordination Council (NRCC); serving as fiscal agent and provide logistical support and operational expenses.
- Building improvements to Highlands Community Center
- Construction improvements in Lion's Den Youth facility
- Developed and built 18 new homes in the Highlands (some completed prior to 2008)
- Assist in the housing rehabilitation and renovation of approximately 50 homes
- Partnered with other agencies and lead several neighborhood clean-up events
- Strong participation in "Adopt-a-Block" program to build relationships and beautification of specific blocks
- Sponsored and led HNA Board Trainings, Community Outreach and Leadership Trainings

- Donated furniture and office supplies, etc. to the HNA Community Center
- Supervised and participated/shared AmeriCorps position at the HNA Community Center for 1 ½ terms
- Participated in several HNA community events and provided materials
- Led Community surveys to support neighborhood outreach and needs in the Highlands
- Paid for programming and data support ($1,000)
- Graffiti clean-up
- Ramp and Rail construction for seniors, returning vets and disabled residents in partnership with Lowes
- Donated approximately $150 per year for main programs/sponsorships to HNA Community Center events (Christmas from the Heart, National Night Out etc.)
- Participated and provided help and refinement of Time Bank at the Community Center
- Provided Resume Building and Resident Confidence Building classes for Highland residents
- Distributed light bulbs for front porches to over 300 residents
- Garden beds for Highlands Community Garden
- Dike area clean-up with Millennium and Boy Scouts

Cowlitz PUD:

- Contributed 2,500 light bulbs and technical assistance for Highlands "Lights-On!" project
- Energy Conservation / Education presentations at Highlands Community Center
- Provided easement for eventual Highlands Gateway Signage
- Provide occasional meeting space for large HNA gatherings

Housing Opportunities of S.W. Washington:

- Affordable housing for low-income residents
- Homeownership programs
- Training programs for Highlands homeowners
- Purchase of blighted property from HNA and new construction of affordable housing
- Ready to Rent program
- Highlands housing for homeless veterans

Longview Code Compliance Department:

- Worked with residents and organizations to complete 33 clean up events to date
- Provide resources for block and alley clean-ups
- Direction, admin and insurance to cover 3,047 volunteer hours
- Removed and disposed of 94.9 tons of Highlands waste
- Investigated 892 Highlands complaints
- Address problem areas based on complaint. Follow up with re-inspection
- Targeted visits to specific areas as necessary
- Prosecute residents who will not come into compliance
- Implemented Tubs to Carts in Highlands. Improved the alleys and maintenance, reducing amount of garbage dumped in alleys and neighborhood
- Opened 2,074 Highlands code compliance cases in the neighborhood, 1,701 were rentals
- Issued 2,803 notices
- 9,208 Highland neighborhood actions by code enforcement
- Issued 2,902 citations / 2,029 were resolved

- Address code violations based on complaints and follow up with re-inspection
- Targeted visits to specific problem properties; Prosecute when necessary.
- Focused nuisance abatement from 2008-2012 officer assigned specifically to Highlands
- Past provision for part-time employee for recycle education and container maintenance
- Provide dumpsters for large scale neighborhood clean-up events

Love in the Name of Christ (Love I.N.C.):

- Alley scouting and pick-up/disposal of discarded junk
- Nuisance abatement projects throughout neighborhood with a focus on helping disabled, elderly, and veteran residents
- Maintain five yards in Highlands for residents in need on a weekly basis
- Repainted six blighted houses
- Eighteen major yard clean-up projects helping residents avoid heavy fines
- Yard and alley clean-up events in partnership with City of Longview
- Eighteen alleys cleared of furniture, appliances, car parts, tires and brush cutback
- Install wheelchair ramps, safety bars and supply safety equipment for residents with special needs
- Supplied over 100 new Highlands householders with furniture, household goods etc. to help them establish new homes after homelessness or loss. About 150 households per year over past ten years
- Install fences on highlands properties to enclose yards for security and pet safety purposes
- Emergency home repairs; fix door kick-ins, broken locks replaced, broken windows, water damage etc.
- Worked with PUD, HNA, churches and youth groups to distribute 2,500 lightbulbs to every household in the neighborhood. Bulbs and fixtures installed by Love I.N.C/Servant Week volunteers. The project ended with a neighborhood wide celebration
- Replaced eight roofs for neighborhood residents. Insurance limitations prevent future roof work
- Highlands Car Repair Workshop

Lowes:

- Materials for Highlands Community Garden projects
- Garden Storage Shed on Colorado Street
- Garden tools for garden
- Highlands Day of Caring supplies and work crew
- Support for community center remodel
- Support for Habitat for Humanity Highlands neighborhood projects
- Ramps and Rails program to provide wheelchair rams and rails for veterans

United Way:

- Highlands Day of Caring
- Pressure washed and painted Archie Anderson Park Restrooms
- Trimmed trees around Archie Anderson Park
- Highland Community Garden Makeover

1414 Club:

- Manpower for neighborhood clean-ups and events
- Newsletter distribution throughout the neighborhood
- Graffiti paint over events
- Installed address numbers on properties during HNA's house number event

Community Facilities and Services

AmeriCorps:

- Subsidized AmeriCorps member for HNA staff support
- Organization/participation in Highlands Day of Caring events
- Participation in Highlands improvement projects

Breakpoint Assembly Church (impacts multiple areas of focus)**:**

- Weekly faith-based program at Community Center
- Participation in most Highlands activities
- HNA board and community meetings participation
- Help with accounting
- Provide HNA board member training; roles and responsibilities etc.
- Manage monthly Food Lifeline Program at Archie Anderson Park
- Participation in Highlands clean-ups and events
- Door-to-door home visits with coach
- National Night-Out/3 on 3 Booths
- Serve monthly community lunch at Highlands Community Center
- Faith-Based Girls Club Mentoring Program
- Campouts for Girls
- Three-Rivers Christian School Missions Week Project Sponsor

Catlin Properties:

- Cash, materials, food for Highlands Thanksgiving Outreach
- Christmas adopt-a-family program

Capital Kids Foster Family Support Program:

- Foster family programs at community center
- Foster Parent night out, daycare provision at community center
- Foster parent recruitment events and sign-up opportunities

Central Youth Baseball:

- Operate Archie Anderson Concession Stand for HNA park events
- Maintenance of baseball field and park facilities
- Annual Christmas from the Heart event

CH Murphy/Clark Ullman:

- $1,000-2,000 annual cash donations since 2011 to support Highlands Neighborhood Revitalization

J.H. Kelly LLC and Chairman Dan Evans:

- Re-wire and re-plumb Highlands Community Center $13,400
- Community Center drywall, roofing and gutters
- Remodel Lion's Den Building $14,866
- New Lion's Den Boxing Ring $8,000
- Significant cash contributions to Highlands Neighborhood Association
- Network with local contractors to help with Highlands projects
- Neighborhood clean-up events
- Highlands Soccer Field
- Support Highlands National Night Out
- Housing support for residents at risk of homelessness

Early Edition Rotary:

- Work with schools/library/Altrusa to deliver books to Highlands children
- Support for Highlands holiday outreach programs

Parks and Recreation Department (Parks & Rec):

- Food Lifeline-Highlands program support; facility for distribution, storage, restrooms.
- Summer meals and snacks at Highlands community center to children
- Summer recreational activities for Highlands children
- Afterhours school food and recreation programs at the community center and A.A. Park
- Lion's Den Youth Boxing Club in partnership with HNA
- AmeriCorps position at Lion's Den Boxing Club
- Lion's Den equipment; gloves, bags etc.
- Highlands Trail construction and maintenance
- Public internet access at Highlands Community Center
- Community gardening resources and supplies
- Archie Anderson Park Plan and Park Plan Update
- Maintenance and improvements to Archie Anderson Park
- Long-term participation in HNA meetings, events and projects
- Facilities for Highlands activities and events; McClellan Arts Center/Archie Anderson Park
- Partner with Longview Library; Food for Thought Program
- National Night Out and youth and family activities at Archie Anderson Park

Steve's Greenhouses:

- Donated and constructed community garden greenhouse at the community center
- Community garden support

Cowlitz County Health & Human Services Department (impacts multiple areas of focus)**:**

- Technical assistance and guidance to several neighborhood stores
- 1422 Grant; $5,000/yr. to increase residents' physical activity
- Created / led 6-week Highlands walking program
- "Walk with a Doc"; two doctors walked with residents and discussed health topics
- Funding for Strengthening Families Program 2014 to present $40,000/year
- Asthma: $20,000 for three years; build capacity in Highlands; provide in-home visits to trigger reduction and self-management education. Recruited and trained volunteers to conduct visits
- Data provision
- Support individuals facing housing instability; 4-year Community Health Transformation Grant $80,000/yr. Highlands Partner with St. Helen's Shopping Center: healthy food and produce department makeover
- Reduced blight by commissioning artist to paint a positive social norm mural; St. Helens Store
- Helped private market housing increase number of Highlands smoke-free low-income complexes
- Purchase and posting of tobacco-free and no-idling signs
- Worked with HNA, Pathways 2020, WSU Master Gardeners, Love I.N.C. to build community gardens
- Helped build public support for walk-ability and bike-ability
- Participated in planning process for the revitalization of the Highlands community center
- Partnered with Pathways 2020 and other entities to bring the Highlands Trail to fruition
- Collaborated with Head Start on medical, dental, and developmental concerns for students
- Past collaboration on Walking School Bus projects
- Assisted with parent education at Highlands community center including parent meetings, informational brochures and handouts, and meeting with parents/guardians on an individual basis

Diamond Showcase:

- Material donations to Highlands for Free Laundry Day
- Support for neighborhood events

Food Lifeline:

- Monthly food box program provides literally tons of food to Highlands residents since 2013

Foster Farms:

- Food contributions for HNA outreach events

Goodwill:

- Construction training program attendees participated in the community center remodel
- Jobs program provided staff support for HNA's satellite office
- Support for information distribution throughout Highlands

Kalama Recycling:

- Raised beds for community garden

Lion's Den Boxing Club:

- Youth engagement
- Afterschool programming
- community service projects

Longview Church of Christ:

- Organize and provide enormous amounts of food for HNA's annual Thanksgiving Food Box program
- Participated with coach in door to door neighborhood outreach
- Financial literacy classes at Highlands Community Center
- Assistance to residents with too much accumulation

Longview Fibre / KapStone:

- Gifts for annual Adopt-a-Family Christmas Program
- Cash contributions
- Material contributions: packing boxes for a variety of HNA projects
- Participate in Highlands Day of Caring projects
- Thanksgiving food donations

Longview Foursquare Church:

- Free Back to School Laundry Day
-
- Support for residents with individual needs

Millennium Bulk Terminals (impacts multiple areas of focus)**:**

- Ongoing participation in Highlands Neighborhood Association meetings
- Sponsored youth to paint community mural on Highlands satellite office; materials $150.00
- Participated in Adopt-a-Family Christmas program by adopting families $250.00
- Multi-year support for Highlands Thanksgiving food program $2,250.00
- Provided meeting space to HNA programs when community center was not large enough
- Donated office and community center furniture
- Provided 7 workers and three moving trucks to move community center from Carolina St. to new location
- Stocked neighborhood food pantry
- Supported Highlands homeless project
- Donated to State of the Highlands Event $160.00
- Donated $300.00 to HNA
- Multi-year sponsorship for National Night Out $800.00
- Provided workers and funds for HNA's Christmas from the Heart event $100.00
- Sponsored State of the Highlands Event $460.00

- Provided food to participants of Christmas from the Heart, an HNA youth outreach program
- Highlands Community Center teen outreach; hygiene products $150.00
- School supplies for St. Helens Elementary Students $250.00
- Highlands Community Center youth outreach, Chess Club $200.00
- Provided assistance to establish Lion's Den Boxing Club
- Archie Anderson Easter Egg Hunt $250.00
- Re-roof Highlands Community Center $10,035
- $1,000 "Quick-Win" grant to purchase Board, operating and facility insurance to HNA
- Computers, repair, set-up and staff for Highlands Community Center public computer lab $1,678
- Reading Program for children at Highlands Community Center $1,500
- Community room chairs for HNA $100.00
- 3 on 3 Basketball tournament at Archie Anderson Park $150.00

Northwest Health Foundation:

- Funded Community Coach for 4-year period $235,000
- HB/HC planning grant $25,000
- Funding for two HNA events $6,000
- Training for HNA board members and partners

Parents Place:

- Parents with toddlers program weekly at community center
- Door to door neighborhood outreach
- Love and Logic Parenting Class Provided weekly classes for parents with toddlers at the Highlands Community Center
- Participated in outreach programs and Highlands meetings
- Provide parenting programs and resources for families with limited income

Pathways 2020:

- Original HNA fiscal agent
- Organizational development support
- Highlands community garden development
- Ongoing organizational support and community partner networking

Pioneer Lions Club:

- Contributions to Highlands Events
- Food booth for National Night Out
- Purchase uniforms for Highlands Boy/Cub Scouts
- Donations for Highlands holiday outreach programs

Port of Longview:

- Gifts and cash for annual Christmas Outreach Program
- Food for Thanksgiving Programs
- Cash contributions

Salvation Army:

- Food booth for events at Archie Anderson Park including National Night Out

Sharp Property Management:

- Fronted funds to purchase HNA's community center until grants were secured
- Organized and provided staff for Movie Nights at Archie Anderson Park
- Produced flyers for neighborhood events
- Support for Highlands Free Laundry Day including organizing, materials, and cash contributions
- Cash and food donations for Thanksgiving and Christmas outreach programs
- How many turkeys can you fit in a Smart Car Contest/Give-away
- Participated regularly in HNA meetings and events
- Provide support to HNA/Highlands when requested

Shiloh Christian Fellowship / Mountain Ministries:

- Sent volunteer teams for neighborhood clean-ups and events at Archie Anderson Park
- Provided office staff to help with outreach activities
- Provided food and equipment for neighborhood events
- Sent teams to attend and support initial HNA meetings, helped with org framework

Swanson Bark and Wood Products:

- Soil, bark and like donations for community garden

The Healthcare Foundation:

- Funding Community center director position and programming at Carolina St. community center
- Funded approximately 50% purchase price to purchase Highlands Community Center
- Provided foundation board liaison for technical support of programs and outreach

United Methodist Church:

- Support for Highlands community center programs and outreach projects

Valley Christian Fellowship:

- Adopt-a-Block program 2012-2016 including annual block parties Christmas caroling and monthly wellness checks and mini events. Adopted 300 block of 25th
- Christmas and Thanksgiving program donations and help with packing and delivery
- Hosted movie night for Highlands families

VO Printers:

- Donate and discount printing services

Weyerhaeuser/Weyerhaeuser Foundation:

- Regular participation in Highlands meetings and events

- Funded computers for public computer lab at community center $1,599
- Funded complete purchase of two lots on Colorado St. for original community garden $15,460
- Funded 8' chain link fence surrounding community garden
- Funded pay-off of Highlands' community center $4,000
- Funded installation of ADA accessible restrooms at community center $12,031
- Funded phase 1 of outbuilding improvements at community center $25,000
- Participation in most HNA projects and events

20th Ave Laundry:

- Hosted free Back to School Laundry day for families with students
- Provide free laundry days for Highlands residents in partnership with faith-based organizations

Walstead Mertsching:

- Donated legal services to update HNA bylaws, updating covenants, conditions & restrictions
- Donated legal services for contract & purchase of Highlands Community Center

David Brittell Architecture:

- Donated design services for Highlands entryway sign design
- Donated and contracted design services for current Community Center
- Contracted and donated design services for future Archie Anderson Community Center Design

Family Health Center:

- Community Health Project; weekly community center training
- Community health clinics at the community center
- "Ask a Nurse" community center program
- Plans for clinic located in Highlands neighborhood

Economic Development and Asset Building

Altrusa:

- Cash contributions of $250.00 for children's holiday events
- Books and magazines for Highlands Community Center Library
- Support for Highlands events
- Painted community center interior with CC Habitat for Humanity
- Distributed light bulbs to 300 Highlands families
- Literacy outreach reading to Highlands elementary students
- "Undy" Program; distributed underwear, socks, leggings and belts

City of Longview/Longview City Council (impacts multiple areas of focus)**:**

- Tech/Wi-Fi support, resources, equipment, satellite office space
- Priority support for neighborhood revitalization efforts

- Added CPTED to Longview municipal code development standards for further support of Highlands revitalization efforts
- City council member as neighborhood liaison
- Adoption of Archie Anderson Park Master plan
- Adopted International Property Maintenance Code for focus on neighborhood safety
- Used ARA funds for streetlights, sidewalk ramps and trees; 25th/ 26th Avenues
- Resurfaced Archie Anderson Basketball Court
- Finance department provides HNA fiscal agent support

Community Development Department:

- Advisor, resources including data, information etc.
- Community development director John Brickey serves as neighborhood liaison
- Participation in Highlands meetings and activities
- Support for/participation in neighborhood activities, projects etc.
- Expanded recreational opportunities by supporting improvements to Archie Anderson Park, including: planning grants, basketball court lighting and removing shelters used for illicit activities to provide increased safety
- Incorporated changes to unfit dwelling structures code to improve neighborhood safety and appearance
- Ongoing sidewalk repairs throughout neighborhood
- Highlands community trail from Oregon Way to Douglas Street
- Worked with architect to create entrance monument design for future Highlands Gateway project
- Added language in redevelopment plan to encourage reinvestment
- Supported establishment of Highlands Community Center
- Negotiated with PUD for additional right-of-way for entrance monument sign on WA Way
- Criminal Abatement Program; made attempts to establish rental property inspection program
- CPTED inclusion in Longview Municipal Code Development Standards
- Amended LC16.32 legislation to help with future abatements
- Reference CPTED encouraging language/design/redevelopment, including consideration for safety

CDBG Funding for Multiple Highlands Projects (Impacts multiple areas of focus)**:**

- Highlands Revitalization Plan and update $35,000/$20,000
- Two Archie Anderson Park Master Plans $20,000 / $14,625
- New Archie Anderson Community Center Design $15,323
- HNA Community Center Remodel $99,000
- Funds for homeownership and home rehab for Highlands housing
- Highlands Trail $702,000
- Highlands Lease-to-Own Douglas St. Project $132,070
- Highlands Homeownership Promotion $60.000
- Archie Anderson basketball court lighting $91,590
- CHDO Highlands Homeowner Rehab $ 36,696
- Funded NWHF Community Coach grant application
- Hope for the Highlands area around Archie Anderson Park improvements $80,000
- Playground replacement at Archie Anderson Park $90,000

Cowlitz Community Health and Safety Network:

- Support for multiple Highlands Neighborhood Association activities and programs
- Partner with Mint Valley Credit Union; free financial literacy training at Community Center
- Eight-week Strengthening Families Programs for Highlands Families
- Adverse Childhood Experiences and Resiliency (ACE) training at Highlands community center
- ACE training for agencies serving Highlands families
- Training programs to Highlands childcare providers serving children with behavioral challenges
- Financial literacy classes at community center
- Provide Mental Health Sales Tax funding for master level therapist to serve Head Start children for family and individual therapy, infant mental health treatment, psycho-educational groups and high-fidelity wraparound
- Provide $13,500/yr. funding to support childcare centers serving children with behavioral needs
- Support individuals facing housing instability

Fibre Federal Credit Union:

- Financial training for Highlands residents
- Participation in HNA events

Friends of the Library:

- Significant support: Highlands neighborhood library
- Read and Grow Your Mind Event at Highlands Community Center
- Donated signed copies of Bullying Book for community library
- Supported "How to Prepare Healthy Meals from a Food Box" training

Hakan Axelsson Photography:

- Highlands Photo Book
- Data provision
- Power Point and Graphic Design

Longview Public Library:

- Assist in development of community/family resource center that offers a variety of recreational and social activities for Highlands families
- Partner with HNA to build a place-based library at two Highlands community center locations
- English as a second language classes at community center
- Basic computer classes; Word and Excel at community center
- Sponsor WorkSource presentations at community center
- Participate in most neighborhood activities and events
- Participate in Neighborhood Resource Coordination Council to support Highlands
- Partner w/ Parks & Rec's Food for Thought program; twice weekly elementary-aged story times

- Teen Book Club monthly meetings at community center
- Available for program support, provide guidance and resources when requested
- Ongoing efforts that improve literacy and conditions for citizens of the Highlands

Longview School District:

- Highlands Literacy book giveaway in partnership with Noon Rotary Club and Highlands Neighborhood Association
- Book distribution by Superintendent Zorn at National Night Out, 3 on 3 basketball tournaments at Archie Anderson Park and Community Center
- Summer food program partnership; breakfast and lunch at Archie Anderson Park
- Summer school programs targeting children living in poverty
- Periodic visits to HNA meetings by school superintendent to share district direction and other presentations
- Utilize emergent opportunities to create school presence in neighborhood
- Promote emphasis on literacy; educate Highlands adults about necessity of reading to children
- Work with multiple organizations; door to door children's book giveaways
- Promote Imagination Station book program within the Highlands
- Partnered with HNA, Author John Reardon and activist Bill Ammons to bring awareness to the bullying issue, including a community center event and HNA sponsored breakfast
- Acts as a resource for neighborhood association literacy and education projects
- HNA board training facilitated by Monticello Middle School Principal Sandra Yaeger
- Frequent participant in HNA events
- Donate use of school facilities; St. Helens School for community outreach activities and meetings
- Student resource staff worked with coach on specific needs of Highlands students/families
- Circulate HNA flyers to Highlands students

Lower Columbia Community Action Program (impacts multiple areas of focus)**:**

- Provide affordable housing and remove blight within the Highlands
- Homeless Prevention & Rapid Rehousing Financial Assistance (2008-present)
- Rent Smart tenant education
- Housing Rehabilitation of four Highlands homes rehabbed total cost: $243,171
- Provide state and federal funding for the weatherization and renovation of 72 Highlands homes, removing unhealthy/unsafe conditions. Reduced blight and lowered monthly utility bills
- Provided building for use as the first Highlands Community Center at significantly reduced rent
- Loaned HNA the Douglas Street community garden property until grant funds were located to pay for it. Once a grant was obtained CAP sold HNA the garden property for significantly less than market value
- Community Jobs workers for HNA staff support (4)
- Established Food Lifeline in the Highlands
- Donated file cabinets other furniture to HNA for office and community center.
- Housing Rehabilitation four Highlands homes rehabbed at a total cost of $243,171

- Provided state and federal funding for the weatherization of 72 Highlands homes, reducing cost burden and adverse conditions for residents. In addition to $788,589.32, CAP funded administration, overhead and labor costs for the project
- Asset Building: Assisted Highlands residents in accumulating $18,000 in savings for asset purchases.
- Staff support for HNA Office (Community Jobs Program)
- Flyer distribution throughout neighborhood (Community Jobs Program)
- Labor for HNA events and projects (Community Jobs Program)
- Staff and material support for Highlands Free Laundry Day and other events (Community Jobs Program)

Lower Columbia Head Start/Early Head Start/Early Childhood Education Assistance Program (ECEAP)

- Shared operational expenses to make the first Highlands community center affordable
- High-quality early education services and comprehensive services including parent, family and community engagement; health; nutrition; mental health; disability
- Transportation for Highlands' families with Pre-K children
- Established Head Start program at the Highlands Community Center and St. Helens School
- Additional early learning programs in-home and Highlands community center
- Serve pregnant mothers and children ages 0-3
- Currently serve 94 Highlands families
- Maintain a program goal of serving Highlands children where they live
- Partner with neighborhood association to provide activities and outreach to Highlands Families

Mint Valley Credit Union

- Money Smart Classes for Young Adults at Highlands Community Center
- Help young adults establish credit by opening $25.00 savings accounts for them
- Support for Highlands holiday outreach programs
- Cash Contributions

Neighborhood Resource Coordination Council:

- Fund annual mini-grant program to support resident led revitalization efforts
- Promote communication between residents and partners through regular meetings
- Board roles, responsibilities and conduct training at HNA office
- How to Communicate with your Government Officials training at Cowlitz Expo Center
- Hosted HNA board members at Olympia, conducted Legislative and organizational training at the Washington State Capitol Complex
- Provide food for HNA outreach events

Windermere Realty Kelso/Longview Office- Sue Lantz:

- Funding for accountant to help with HNA finances $1,000
- Participated in neighborhood literacy committee to support higher education of residents

Work Force Southwest WA:

- Workers in training to staff HNA Satellite Office and Community Center
- Work and resume training for Highland residents

WSU Extension Office (impacts multiple areas of focus)**:**

- AmeriCorps member summer/afterschool at the community center
- 4H programming at Kessler since 2013
- Provide board training for HNA
- 4H volunteer hours 25approx. $1000
- 4H faculty admin hours 25approx. $1350
- Supplies $450
- 4H programming at Kessler the last 5 years (Kessler serves a high number of Highlands students)
- Part of the original committee for city council plan for highlands
- Food Lifeline Mobile Pantry Programming
- Community Center programming
- SNAP-Ed staff hours 25 approx. $1200 (average 4 hrs./month)
- Food Lifeline Mobile Pantry Programming
- St. Helens Elementary programs (St Helens serves predominantly Highlands students)
- Available for advice and support upon request
- Master Gardner support for Highlands community garden projects

Cowlitz/Wahkiakum Council of Governments (impacts multiple areas of focus)**:**

- Technical support for plan update
- Authored 2008 Highlands Revitalization Plan
- Fully funded Neighborhood Revitalization and Advocacy Power Training at Cowlitz Events Center
- Authored initial grant applications for community coach and other Highlands support grants
- Authored 2008 Highlands Revitalization Plan
- Authored 2011 Vulnerable Populations Emergency Plan
- Technical and material support for plan update including Highlands neighborhood information provision
- Public transportation improvements for Greater Highlands resident mobility
- Provided $10,000 in transportation funding for Beech Street Streetscape Plan
- Authored initial grant applications

Exodus Christian Fellowship

- Sponsorship of several HNA programs
- Highlands Fashion Show Fundraiser
- Adopt-a-Block Program 16th Ave
- Food donations for Thanksgiving outreach program

Highlands Activities and Beautification Committee

- Annual 3 on 3 Basketball Tournament at Archie Anderson Park
- Support for Highlands Neighborhood Association

- Donation of office space at Bridgegate Apartments in HNA's formation years

The Daily News

- Regular coverage of Highlands accomplishments and activities brought greater community awareness and support
- Posts meeting announcements for HNA

Cascade Communications

- Offered free and discounted internet service at Highlands Community Center

Hargrove Construction

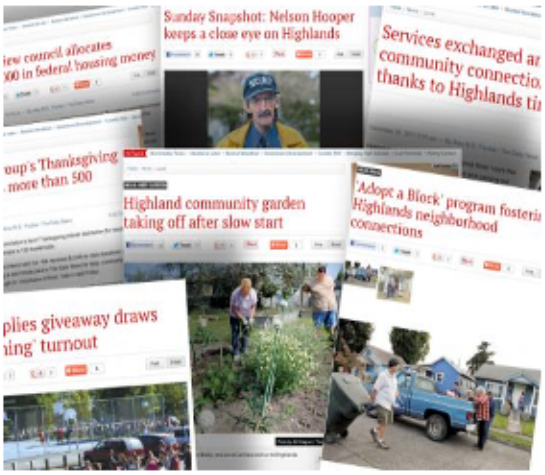
- Provided tractor services and brush removal for Highlands Community Garden
- Chain link fence surrounding community garden

Volunteer for Highlands Clean-Up Events

How Have the Efforts Impacted the Highlands?

Numerous articles regarding Highlands Revitalization efforts have been published in Longview's local newspaper; *The Daily News*.

The shift from negative to positive news is remarkable:



Graphics by Hakan Axelsson

The Highlands Revitalization Project is widely recognized as a model for successful neighborhood improvement. Articles published in the New York Times,[3] the Lund Report,[4] the Robert Woods Johnson Foundation, and the Northwest Health Foundation have drawn regional and national attention to Longview's neighborhood improvement strategies.[5] Robert Woods Johnson's Self-Healing Communities Model names the Highlands Revitalization Project as a best practice for effective neighborhood revitalization.[6]

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3 Tapping a Neighborhood's Inner Strength, Author David Borstein
https://www.nytimes.com/2016/08/10/opinion/tapping-a-troubled-neighborhoods-inner-strength.html

4 Health Coach Seeks to Improve Health of Community in Cowlitz County:
https://www.thelundreport.org/content/health-coach-seeks-improve-health-cowlitz-county-community

5 The Highlands Does Better with a Community Coach:
https://www.northwesthealth.org/partner-spotlights/2015/7/10/highland-does-better-with-a-community-coach

6 Self-Healing Communities article and executive summary
https://www.rwjf.org/en/library/research/2016/06/self-healing-communities.html

Evidence of Impact: 2008 to Present Data Comparisons

Data cited in this report is the most recent data available during the information gathering portion of the Highlands Revitalization Project Update. Comparisons are made to data cited in the original HRP with reports provided by DSHS, LPD, Cowlitz County Assessor's Office and other named data providers. Although 2000 Census data was often used in the 2008 HRP, 2010 U.S. Census Data was generally avoided in the 2018 update as it would not reflect improvements leveraged by the HRP which began implementation in October of 2008 and was not in full progress until 2010.

Progress Measured by an Examination of Data:

Population: The Highlands comprises 13.1% of the city's total population, representing no statistical change since the year 2000. The neighborhood's current population of 4,907 represents a 9% increase. The number of new housing units grew by 8%, keeping pace with population growth. Population density (persons per square mile) is up by 5%.

A 63% increase in the neighborhood's elderly population (65+) and a 13% decline in youth under age 18, indicate a slow shift in community dynamics. Currently seniors make up about 8%, and youth nearly 33%, of the total Highlands populace. Since year 2000, there are 88% more Latino residents in the Highlands. The neighborhood's median age is 29.2 years. 27.7% of residents are under age 14. The majority, 64.5%, are between ages 15 and 64.

Because children reside in forty-six percent of the 1,793 households, indicating no statistical change since 2000, the neighborhood continues to hold the title: The "Familiest" Neighborhood in Longview. Single parent households in the Highlands saw a decrease of 21% while the number of married families with children increased by 11%. Given an absence of improvement in the median household income and the increased cost of housing, it is possible that married families with children, typically considered a positive indicator of economic security, are falling into poverty at a higher rate.

Poverty: As reflected in the charts below, the neighborhoods median household income increased three dollars and eighty-eight cents per year from 2000 to 2017, a total of sixty-six dollars in 17 years. When the 45.82% jump in the cost of living is factored in,[7] the data reveals a statistical decrease in Highlands median household income. Although unemployment rates dropped from 16.3% to 12.1%, the poverty rate grew from 34.1% to 41%, a twenty-percent increase. Sadly, 63% of all Highlands children under age 18 live in poverty, up from 54.4% in 2006.

Highlands Demographics Comparison 2000 /2017

HIGHLANDS	2000	2017	CHANGE
Population	**4,509**	**4,907**	**+398 Persons +9%**
Housing Units	**1,653**	**1,793**	**+140 Units +8%**
Persons per square mile	**8,198**	**8,641**	**+443 Persons +5%**

7 According to the Bureau of Labor Statistics consumer price index, prices in 2018 are 45.82% higher than average prices throughout 2000. The dollar experienced an average inflation rate of 2.12% per year during this period.

Comparison chart continued from previous page: ***Highlands***	***2000***	***2017***	***Change***
% City Population	**13%**	**13.1%**	**+0%**
% Households w/children	**46%**	**46.6%**	**+0%**
% of Youth under age 18	**37%**	**32.2%**	**- 13%**
% Elderly Person	**4.7%**	**7.9%**	**+63%**
% Latino Population	**12.7%**	**23.4%**	**+76%**
% Married w/ Children	**17.1%**	**18.6%**	**+11%**
% Single Parent Households	**28.9%**	**22.5%**	**-21%**
Poverty Rate	**34.1%**	**41.4%**	**+20%**
Median Household Income	**$23,763**	**$23,829**	**Statistically lower**
% Public Assistance	**18.6%**	**16.1%**	**-16%**
Unemployment Rate	**16.3%**	**12.1%**	**-24%**
25+ years old without Diploma	**38.7%**	**23%**	**-39%**
25+ years with Bachelors +	**2.3%**	**3.6%**	**+55%**
Food stamps/SNAP	**53.9%**	**59.1%**	**+9%**

The Highlands compared to Longview Citywide:

INDICATOR	HIGHLANDS	LV CITYWIDE
Population	**4,907**	**37,000**
Housing Units	**1,793**	**21,704**
Persons per square mile	**8,641**	**2,530**
% Households w/children	**46.6%**	**25%**
% Youth under age 18	**32.2%**	**23%**
% Elderly Person	**7.9%**	**9.6%**
% Latino Population	**23.4%**	**8.4%**
% Married w/ Children	**18.6%**	**26.7%**
% Single Parent Households	**22.5%**	**4.44%**
Poverty Rate	**41.4%**	**20.4%**
Median Household Income	**$23,829**	**$42,144**
% Public Assistance	**16.1%**	**6%**
Unemployment Rate	**12.1%**	**6.6%**
25+ years without H.S. Diploma	**23%**	**12.3%**
25+ years with Bachelors +	**3.6%**	**16.8%**
Food stamps/SNAP	**59.1%**	**25.5%**

***Data Sources**: 2012-2016 WA State Health Department Data contributed by Cowlitz County Health Department. 2017/2018 Habitat for Humanity International Data-Ben Stewart Report*

Educational Attainment: The number of Highlands residents age 25 and above without a high school diploma or equivalent dropped from 38.7% to 23% from 2000 to 2017, reflecting a 39% improvement. During the same time period, eight percent more Highlanders over age 25 earned an AA degree and 55% more, a bachelor's degree or above.

Crime: The stunning reduction in crime in the Highlands from 2008 to 2017 is a strong indicator of neighborhood improvement. Calls for burglary are down 40%; vehicle prowls are down 84%; stolen vehicles down 28%; abandoned vehicles down 37%; music disturbance down 64%; party disturbance down 67%; domestic violence down 22%; domestic disturbances down 1%. Calls for service are down in every category except recovery of stolen vehicles, which curiously saw an increase of 280%. When the recovered stolen vehicle category is removed from the equation, calls for service (a reliable indicator of crime) are down 43% since the Highlands Revitalization Project was mobilized in 2008.

Longview Police Department Calls for Service 2008/2017

% Change 2008-2017 for Police Calls for Service		
Call Type	**Highlands**	**Citywide**
Burglary	-40%	-23%
Vehicle Prowl	-84%	-76%
Stolen Vehicle	-28%	-4%
Abandoned Vehicle	-37%	-36%
Music Disturbance	-64%	-60%
Party Disturbance	-67%	-74%
Domestic Violence	-22%	-32%
Domestic Disturbance	-1%	+37%

Changing Housing Conditions: 2016-2018 Cowlitz County Assessor's data reveals that the Highlands Neighborhood is comprised of 1,559 parcels. Of the 1,458 parcels, are housing units, which include 1,291 single family dwellings. Of those, 164 are two to five-unit complexes, and sixteen are 6 to 12-unit apartment buildings.

Of the remaining 101 parcels, sixty-one are vacant lots, nine are lots with outbuildings, and three are warehouses. Utilities, city and railway rights-of-way, a park, and six business located on Washington Way account for the final 28 lots. Other than the park, the only multi-acre parcel without housing is located at the neighborhood's southwestern corner and is owned by the Weyerhaeuser Company.

According to 2017 Esri data, 61.4% of Highlands housing is rental property and 28.9% owner occupied. Recent Cowlitz County Assessor's data identifies 944 of the parcels as rental properties and 514 as owner occupied dwellings. The discrepancy can be accounted for by a difference in counting methods. The assessor's information does not reveal an exact number of rental units in each multi-unit complex; Esri data includes each unit.

Of the 944 Highlands rental properties, 465 owners live in Longview. Of the 465, 43 are Highlands's residents. 182 owners reside elsewhere in Cowlitz County and 215 elsewhere in Washington State. Ninety-eight are Oregon residents. 153 live in states other than Washington or Oregon. On May 14 & 15, 2018, one out-of-state investor purchased 34 Highlands homes, shifting ownership from Longview to Southern California. Absentee Landlords playing Monopoly with Highlands properties is a trend that could have negative consequences for neighborhood conditions.

In 2008 the median Highlands rent was $538.00. 2011-2015 American Community Survey Data identifies $613 as the median contract rent. Because of rapidly changing conditions in the housing market, a local rental company with a high Highlands presence was consulted for more current rental cost information. According to Sharp Property Management, the current contracted rent for a three-bedroom one bath single family dwelling in the Highlands is $1,000 to 1,200. The company manages 230 Highlands rental properties; by far the largest property management company in the neighborhood.

As of February 11, 2019, the average rent for Highlands' residents receiving Housing Choice Voucher Program assistance was $770.00. Of the 159 Highlands households receiving the assistance, the average voucher amount was $618. The highest contract rent was $1,486. Twenty-eight contract rents were over $1.000.[8]

The median sale price for a single-family dwelling in the Highlands was $85,000 in 2008. In 2018 the median sale price was $127,727, an increase of about 51%. Two hundred eighty-one Highlands properties changed ownership from January 1 to December 31, 2018. In March of 2019 a random search of six sold or pending Highlands properties showed sale prices of: $125,000; 222,900; 148,000; 243,500; 157,500 and 200,000.

According to the U.S. Census Bureau, about 73% of Highlands residents are cost burdened, meaning that they spend more than 30% of their income on housing.

Highlands Housing 2000-2016/2018

Highlands Housing Data		
Indicator	2000	2016-2018
Average Age of Housing	1950	1951
Number of housing Units	1,653*	1,458**
Owner Occupied	35.5%	28.9%
Renter Occupied	64.5%	61.4%
Median Home Value	$85,300	$127,727(2018)
Median Rent / Average Rent (2-3 bed / 1 bath)	$538	$613 (2016) $900-1,200 (2018)

2000 Census Data/2016-2018 Cowlitz County Assessor Data (assessor does not specify exact #of units in multi-unit complexes)*

8 Voucher data was provided by Housing Opportunities of Southwest Washington and changes daily.

Data Sources: *US Decennial Census, 2010, 2011-2015 American Community Survey, 2017 Esri Models, WA State Department of Health Data, Longview Police Department Data, Enterprise Opportunity Measurement RPT 2012-2017, Cowlitz County Assessor Sales Data 2016-2018*

The most recent Housing data available during the development of the 2008 HRP was 2000 Census Data Place. Since the most recent information available from the same source (2010 Census Data Place) would not reflect improvements leveraged by the plan's implementation, 2016-2018 Cowlitz County Assessor and City of Longview Data were used for comparison. Rental information was contributed by Housing Opportunities of SW WA and Sharp Property Management Company. Sharp manages the largest percentage of rental properties in the Highlands.

Data Summary

Social Determinants of Health:

How social, physical, and economic environments affect the health of individuals and communities.

Empowerment of residents through building social networks and linkages to the greater community can reduce serious and chronic health issues over the long-term and improve quality of life.

Progress in Overcoming Adverse Childhood Experiences (ACES)[9] in the Highlands

2005-2016 WA State Health Department Data identifies an impressive 56% decline in the occurrence of Heart Disease in the Highlands. A high rate of Heart Disease in a specific geographical area is considered a primary indicator of citizens living in poverty. The decline is especially encouraging given the increased number of residents over age 65.

The Crude Birth Rate (number of live births) is higher than county and state rates although the neighborhood's percentage of women smoking during pregnancy is lower than that of Cowlitz County as a whole. Sixty-five percent of new parents in the Highlands are married couples while only 1% of Highlands' babies were born to mothers under age 18.

WA State Dept. of Health data reflects no statistical increase from 2005 to 2016 in several health indicators. The lack of decline can be taken as a sign of success as it typically takes decades to achieve marked improvements in a community's health outcomes. There has been no statistical change in incidence of cancer, Chronic Lower Respiratory Disease, Diabetes, motor vehicle accidents, homicides or in other health and mortality indicators in more than a decade. Deaths by motor vehicles, suicide, and homicides are currently similar to those of Cowlitz County; not higher as would be expected given the challenges the neighborhood faces.

There has been no statistical increase in the number of drug-induced deaths. The Adverse Childhood Experience Study reveals that when conditions similar to those in the Highlands are not

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9 Adverse Childhood Experiences Study (ACES). This extensive study documented the long-term biological effects of various negative experiences. These included parents or family members who abused drugs or alcohol, physical or sexual abuse of the child, witnessing domestic violence between adults, and other similar incidents. The study found that these adverse experiences led to unhealthy choices and behaviors among these patients, which then led to serious and chronic diseases in middle age and later years. These adverse experiences result in expensive medical care that is part of the rapid escalation of health care costs today, costs that society has to bear. Many low-income persons access hospital emergency rooms in lieu of finding a medical home, and generally delay medical care until treatment becomes more expensive.

addressed, they continue the decline over time. With continued revitalization focus, the community should expect to see an increase in favorable health outcomes moving forward.

A nearly 88% increase in the Hispanic population, fewer youth under age 18, and steady growth in residents over age 65 demonstrate a slow shift in Highlands demographics. The neighborhood appears to be transitioning into an older and more diverse population. Even still, children under 18 reside in 46% of Highlands's households. An increase in two-parent and decrease in single parent households is another indicator of shifting community structure.

Increasing home prices make it more difficult for Highlands's residents to purchase their homes. The number of rental properties owned by investors living outside Cowlitz County is growing. **Long distance ownership can make it more difficult to enforce code compliance while owner occupied housing typically helps stabilize neighborhood conditions.**

Although more Highlanders are working, nearly sixty percent participate in the SNAP (food stamp) program. Overall, the Highlands poverty rate is increasing significantly (20%).

Prior to 2008, Highlands health outcomes were much worse than in all of Cowlitz County and Washington State. The outcomes are no longer worse than county and state averages in most categories. Many health indicators, including drug induced deaths, have shown no statistical increases, while Heart Disease has declined by 56% compared to a 36% decline in Cowlitz County and 34% in Washington State. If overall neighborhood conditions were deteriorating, we would expect to see worsening health outcomes. Since it takes years for health indicators to improve, we can conclude that Highlands' health is improving over time.

Difficulties in overcoming neighborhood distress include unaffordable housing, a decline in median income, and a cost of living that has nearly doubled.

In spite of these challenges, crime rates are showing remarkable reductions and educational achievement is improving. The 56% reduction in heart disease and fewer babies born to mothers younger than age 18 are encouraging indicators as well.

Highlands Community Members/HNA Opinion Summary

Citizen input was collected from 100 Highlands residents during 2018 summer block parties, the 2018 National-Night-Out Event, Highlands' community & board meetings, through e-mail questionnaires, and one-on-one interviews.

Highlands Residents Perspective: Eighty percent of residents surveyed feel that the Highlands is a good place to live. When asked what they liked about the Highlands residents said:

- *"We live in a convenient location; its home!"*
- *"There is a sense of community here and we enjoy the diversity."*
- *"People here are generational; Families support families and neighbors support neighbors."*
- *"There are many young children and an increased number of healthy activities.*
- *"There are opportunities to participate and to volunteer."*

Residents are thankful for supplemental food programs, community events & celebrations, and for amenities like the Highlands Trail, Archie Anderson Park, and the Highlands Community Center. Many would like to see the timebank re-established. Survey participants specifically named the Longview Police Department, Lion's Den Youth Club, Baptist Food Bank, Food Lifeline, HNA, the transit system, churches, Habitat Homes, the Highlands Police Satellite Office, program availability, nearby grocery stores, the 16th Avenue Block-Watch Program, the HNA Community Garden and the Neighborhood Resource Coordination Council as neighborhood assets.

Most residents feel connected to their neighbors. Seventy-six percent of those surveyed frequently use the Highlands trail. (Strengthening relationships among neighbors and building the Highlands Trail were key 2008 revitalization strategies).

What is better than before? Residents named the following improvements:

- Some sidewalks are fixed
- There are more ADA ramps
- Still drugs but less than before
- People are more connected
- Everything is better
- Nothing is better
- Less crime
- Police are more diligent
- More community partnerships
- Bigger trees
- More houses are painted
- There's less noise
- More homeowners/owner occupied
- More permanent people
- More gatherings
- We watch out for each other more
- We pay attention to each other
- Block-Watch (16th Ave)
- Safer streets
- My block is good now
- Houses are getting cleaned up

What's Still Missing?

- Street /Alley Lighting
- Paved alleyways
- Expanded Block Watch Program
- Substance/drug abuse is still out of control
- More ADA Parking/Access: Corners & Trail
- We are still identified as the "Ghetto"
- Too many blighted and vacant properties
- Dogs are still running loose
- Many sidewalks still need repair
- Off-street parking
- A larger Community Center
- Housing is too expensive for us
- Re-establish the Highlands Library
- Food is not affordable
- More clean-up events
- Vocational training & apprenticeships
- Corporate sponsorships
- Trail/street markers
- Bike lanes/adult biking program
- Increased Code Compliance Activities
- Affordable stores
- The Community Center is too hot for programs in Summer and often cancels
- Communication avenues are missing
- A ride-share program is needed
- Public restrooms at the park
- Mark parking zones like school zones
- Increase trail access/extend to WA Way
- Home beautification projects
- Install benches especially in medians
- Fix potholes in alleyways
- Improve roads
- Increase owner occupancy/reduce rentals
- Too much noise
- Neighbor-to-neighbor communication
- Address homelessness
- Traffic is unsafe/too many close calls
- More Community Center/park activities

Although many residents feel safe in the neighborhood, over one-fourth of those surveyed still do not. Those who feel unsafe attribute their uneasiness to drug related activities, and to the absence of street and alleyway lighting after dark; especially around Archie Anderson Park.

Summary of Highlands Citizen Input: Highlands resident's most frequently requested improvements are street and alley lighting, paved alleyways and the expansion of the Block Watch Program; the program currently covers the 100 block of 16th and the 300 block of 26th Avenues. There are forty blocks in the neighborhood.

Other recurrent concerns include over-crowded streets due to curbside parking and an unreasonable number of deep potholes; especially in alleyways.

Many responders were frustrated that the greater community's perception of the neighborhood is significantly more negative than the reality of current neighborhood conditions.

Community Partner Opinion Summary:

Participating organizations and agencies provided input through surveys, workshops, emails and interviews.

Partners describe the Highlands: "The Highlands is a family neighborhood with strong community roots and a social barometer for determining the overall health of the larger community that is Longview." "It is a diverse neighborhood in the process of change." "Residents are working together to improve themselves and their community." "It is full of potential and will find ways to help residents find theirs." "It's a low-income neighborhood with strong community ties." One partner said, "the Highlands is a large concentration of low-income and crime."

When asked how they felt things were going regarding Highlands revitalization efforts partners responded in this way:

Excellent-0%	Fair-50%
Good-42%	Poor-8%

What is working?

The partnership network, crime prevention strategies, the HNA, and the City's focus on Highlands revitalization are clearly working. The Highlands Community Center as a neighborhood hub, improved educational attainment, improved housing/housing rehab, and the designation of Home and Community Development Block Grant (CDBG) funds, were named as things that contribute to improved Highlands conditions. Amenities like Archie Anderson Park, the Highlands Trail were also noted.

What is not?

Comments from partners who responded to an online survey included; "Communication between partners and Highlands community members needs to be strengthened. "Frequent changes in volunteer leadership make it difficult to maintain meaningful and on-going communication." "We would like to see more resident participation." "We need to find a way to engage residents." "We need a greater presence and awareness of what Highlands citizens are trying to do as a community. Many people don't know that there is still a group trying to make improvements." "How can we figure out how to engage the population other than just the HNA?" According to the partners, an inability to identify and communicate with Highlands residents is by far the biggest barrier to providing place-based programming. One partner said; "we have given programs for 2-3 people when we know that the need is much greater." A long-time program provider explained: "There doesn't seem to be a good mechanism for informing and inviting participation." Still another said; "We have a huge pool of services for clients we can't reach."

Support for a Highlands Specific Code Compliance Officer: Partners cited the number of blighted properties and poor housing conditions as an area that needs attention. They said that increased nuisance abatement activity by the city is necessary. "Code enforcement/nuisance abatement activities in the Highlands are not as evident as when the plan was first implemented."

A lack of renewed governmental commitment, out-of-reach housing costs, and a **need for better coordination of efforts within the network were common concerns.**[10]

Partners said that negative public perception, although improving, continues to be a barrier to successful revitalization. "Anything that promotes awareness of the good that is happening should be supported." **Outreach efforts to engage Highlands residents have stagnated.** "Implementation of a leadership mentoring program to encourage residents to be more involved in the community's governmental process is important." According to one city official, "the partnership between the police department and the HNA has deteriorated and should be re-established.

Partner Input Summary:

1. Open avenues of communication and outreach within the Highlands neighborhood and amongst participating organizations. Resources are available but there is a gap in finding ways to implement them.
2. Increase efforts to reduce blighted properties and improve neighborhood appearance.

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10 Although a renewed need for governmental commitment was mentioned, evidence suggests that the city has remained steadfast in its Highlands revitalization focus. Frequent designation of CDBG/Home funds for Highlands projects and the City Council's long-term support for Highlands activities reflect the city's longstanding commitment. Longview's Community Development, Parks and Recreation, Public Library, Code Compliance and Police Departments have maintained heavy and consistent involvement.

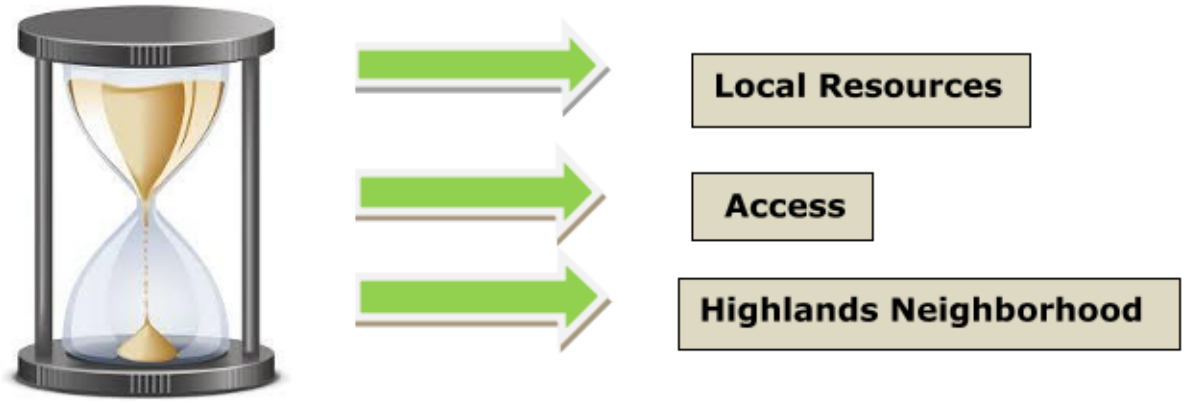
3. Better coordination of efforts among partners would reduce duplication and increase the positive impact of available resources.

Partners and residents agree, when key strategies like a Highlands Community Coach, a Highlands Specific Code Enforcement Officer, and Highlands focused Police Officers are in place, and when there is a commitment to sustain those supports long-term, gains will be sustainable.

Example: the Longview Police Department stayed on course in implementing Highlands crime prevention and community safety strategies for nearly a decade. We can connect the significant reduction in crime to LPD efforts. The loss of a Community Coach and Neighborhood Specific Code Enforcement Officer can account for slower growth in outreach and communication and a lack of progress in blight reduction.

Conclusions

A number of local resources are available for place-based implementation. Providers report difficulty in accessing delivery points within the neighborhood. Reaching residents inside Highlands borders can be problematic without a facilitator to establish the connection points. (See Partner Input pages 35-37)



Departing from the existing Asset Based Community Development approach could dilute efforts and hinder progress. The 2019 update focuses on strengthening the plan's foundation by replacing critical supports that have faded over time. The four focus areas should continue with revisions to address data revelations and changing resources.

The success of the Highlands Revitalization Project (HRP) hinges on relationships, with residents, partners, funders and businesses.

Unrealistically high expectations on HNA and Community Volunteers should be adjusted to a more reasonable level.

Low availability of a neighborhood connection point to communicate with organizations offering opportunities is hindering successful economic and social stability (pages 36-38). A practical way to help the nearly 5,000 residents take advantage of available opportunities has been a frustration to all involved and is a barrier to more timely successes. With a healthy information highway, residents would know what is available and a larger pool of Community Volunteers could be developed. A Community Coach is a proven strategy for meeting this need.

Until sustainable renewal is achieved, Community supports should be replaced. Although there is a strong volunteer base and an abundance of organizations supporting the project, without a consistent connector; i.e. community coach, the Highlands Revitalization effort is not sustainable.

The loss of foundational supports such as the Highlands Community Coach and a Highlands Focused Code Compliance Officer have slowed progress in achieving project goals. Since their departure, blight is again on the rise, many key programs have ceased, fewer residents are involved, and fewer resources have been acquired. These two key positions should be reinstated with a commitment to maintain them over the long-term. If the

support system is removed while things are improving, gains will be lost and instability will result.

Ongoing community outreach through events, door to door visits, newsletters and service projects, keep a greater number of residents connected. When consistent outreach is a regular practice, more residents are engaged in the process.

Emphasis should be placed on establishing strong means of communication, improving literacy and educational outcomes, eliminating blight, continuing effective crime and safety programs, connecting opportunities, managing activities, and identifying resources.

The absence of living wage job opportunities, increased housing costs and a nearly doubled cost of living are direct threats to neighborhood stability.

Community safety coupled with Code Compliance to reduce blight will leverage large gains in meeting Highlands revitalization goals.

The HNA's lack of fiscal structure must be addressed. Without a clear understanding of fiscal circumstances and control, landing the funding necessary to succeed is less likely as is ensuring that every dollar will meet its full potential in achieving HNA goals.

Changing the perception by the greater community that the Highlands is an area to be avoided should be a primary goal.

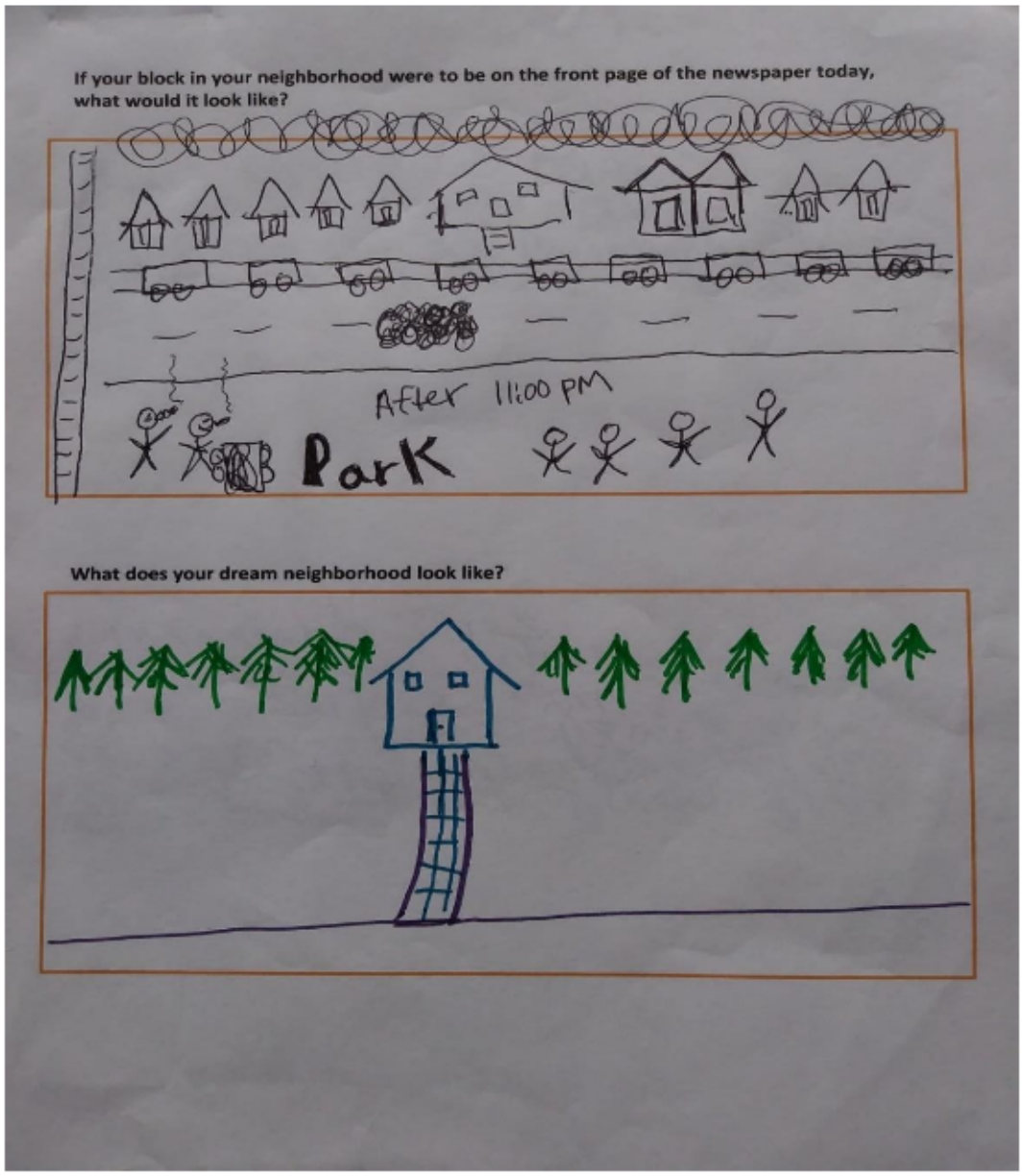
Blight is again on the rise, especially in the 100-200 blocks. Revitalization is impossible when a significant amount of blight is present.

Most Highlands housing was built during the middle of the last century. Dry rot, mold, electrical, plumbing, lead, and probable asbestos issues are prevalent. It is necessary to continue support for housing programs that create more owner occupancy through Cowlitz County's Habitat for Humanity, Community Action Program, Housing Opportunities of Southwest Washington and private investment.

Highlands Vision:

What Does Your Dream Neighborhood Look Like?

The relevance of the 2008 Highlands Vision Statement was tested by asking current residents what their ideal Highlands neighborhood would look like in the year 2028. Participants were not reminded of the current vision statement prior to the survey. Responses clearly reflected the content of the original statement. The vision statement is as relevant today as it was ten years ago and should stand as written.



A Young Community Member's vision of a better Highlands

When asked what an ideal Highlands would look like, Highlands Residents said: *(2018 Community responses to questionnaires and workshop questions)*

- Our streets and alleyways are well lit at night
- All alleys are paved
- There is a Highlands health clinic
- The streets are clean
- Every household has a living wage job
- There is nearby shopping
- Services are available within the neighborhood
- There is more bus service with later hours
- Homes have been renovated throughout the neighborhood
- There's a block watch on every Highlands block
- LPD and HNA offices at the Highlands Community Center
- Everyone feels safe
- Female heads of households own their own homes
- Residents are healthy
- Homes are clean and well kept, there is no blight
- Everyone knows everyone
- There are lots of sponsorships for Highlands programs.
- Resources are constantly being developed
- More Highlanders own their own homes
- There has been a significant reduction in crime
- There is a Highlands baseball team
- There is a Highlands resident on the Longview City Council
- There is no on street parking
- There is a beautiful new park

The Highlands

Our community is filled with well-kept homes and well-tended yards, because we are proud to live in the Highlands. We are the "family neighborhood" of Longview, because we have the services and facilities essential for healthy, thriving families. We have no fear of walking along our well-lit streets, because people are *involved* in our community. We know our neighbors and enjoy strong community ties. Children play safely in the park. We enjoy community celebrations in our favorite gathering places. Evidence of community pride is shown in our clean parks and playgrounds, well-lit streets, neat yards and alleyways.

We are service-minded people, connecting our neighbors with resources that will help them to prosper. We are law-abiding people, involved and proud to protect our neighborhood, because the entire community is our home. We are respectful people, welcoming others to enjoy our parks, to play sports with our children, and to visit with new-found friends.

Come join us in celebrating the Highlands!

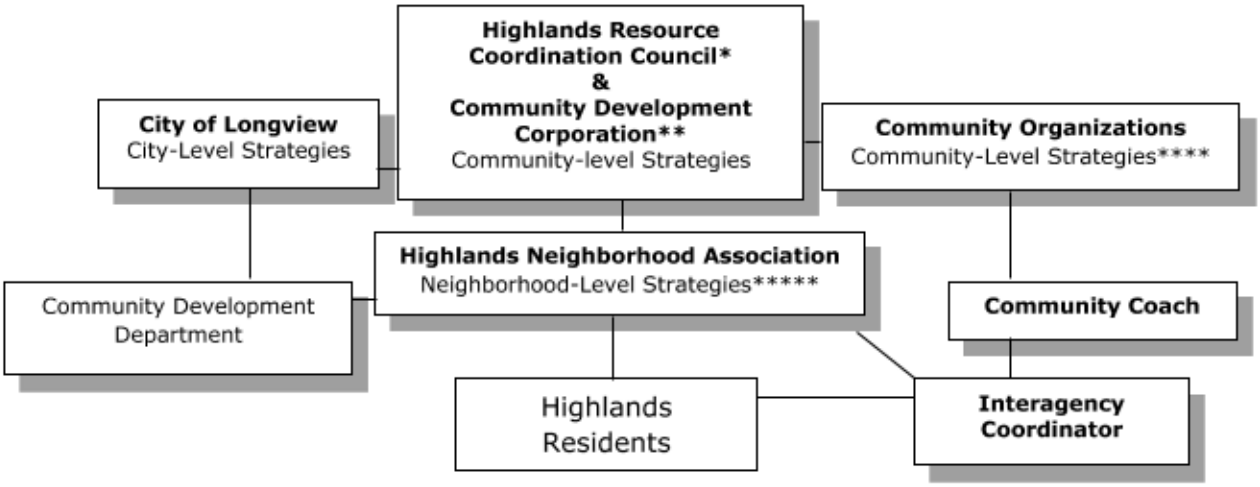
Updated Strategies:

Although a plan is beneficial for keeping the project on track, practical neighborhood revitalization has been more about being present and available to seize opportunities as they emerge; rather than about following a specific formula for community improvement.

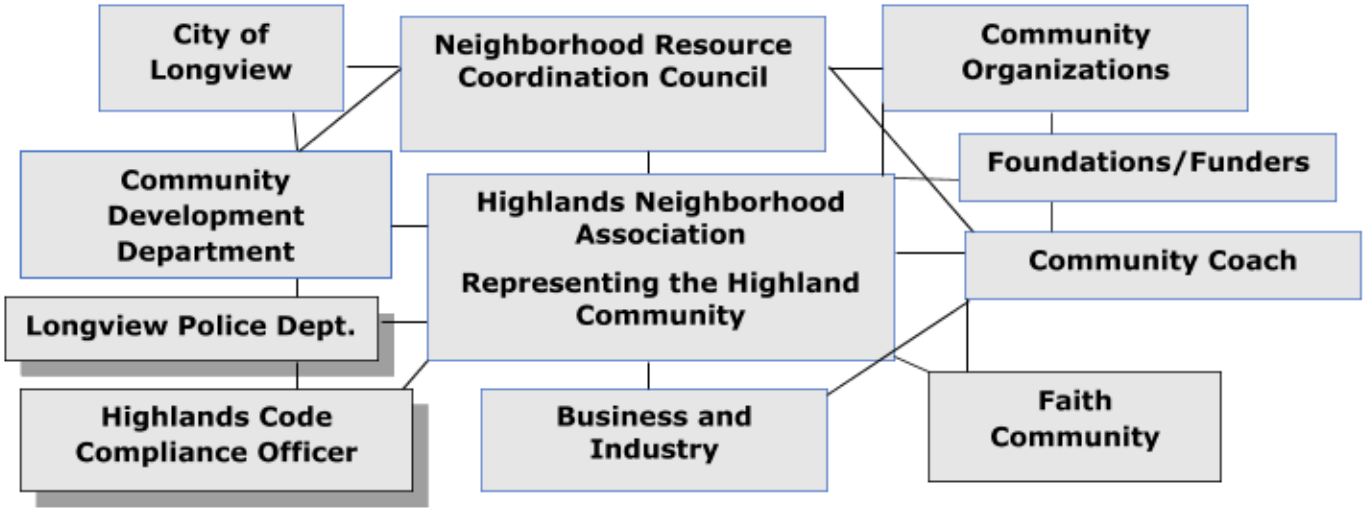
According to Dr. Dario Longhi Ph.D. and Dr. Marsha Brown EdD., "It doesn't really matter what approach you choose, as long as you are doing something." In other words, just keep working. If there is a focused and committed community restoration effort, there will be measurably improved outcomes over time.

Develop a Support Structure to Create Sustainability & Achieve Goals:

2008 Plan Structure:



2019 Updated Structure with an Emphasis on Enhanced Networking:

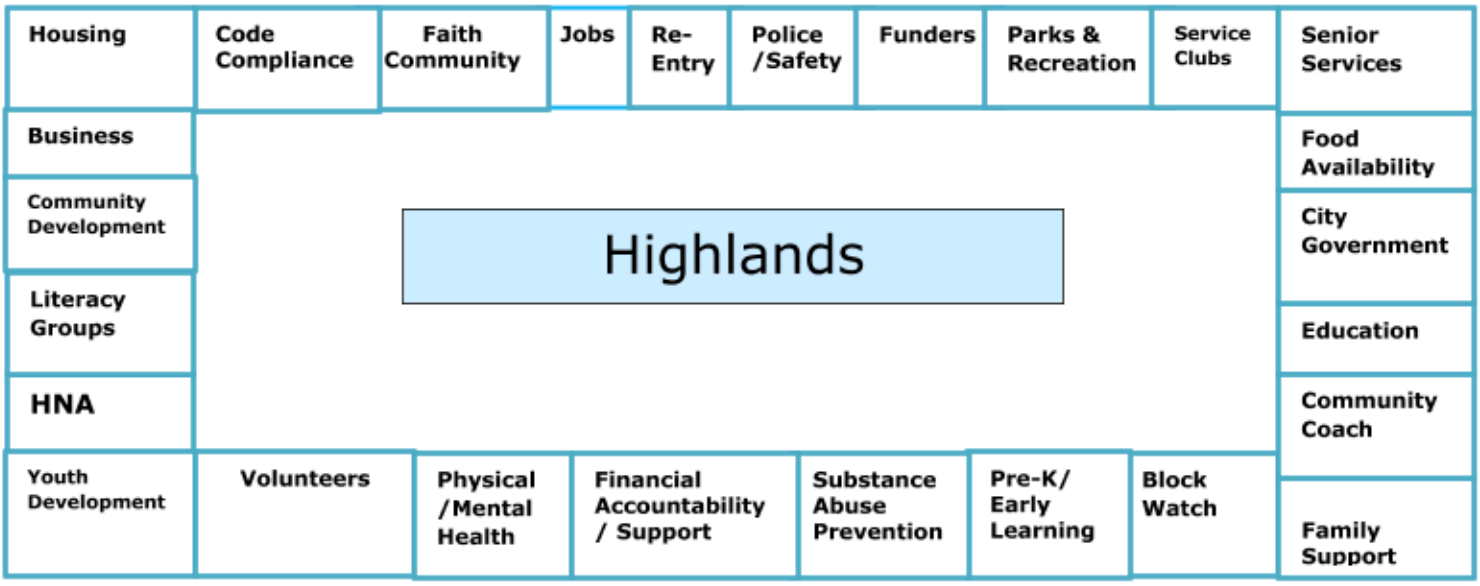


Neighborhood Resource Coordination Councils (NRCC)

Act as neutral conveners**:**

An NRCC is a group of individuals representing, neighborhoods, agencies, organizations, foundations and governmental bodies. The groups meet regularly for the purpose of ensuring communication between participating organizations and neighborhoods. Conversations facilitated by an NRCC can help identify and coordinate needs and resources. This kind of cross-sector communication can accelerate the neighborhood revitalization process.

An NRCC was formed to strengthen and support communication and cooperation between organizations and neighborhood associations. According to the Self-Healing Communities Model developed by Laura Porter, former director of the Washington State Family Policy Council, and Dr. Robert Anda, Co-Author of the Adverse Childhood Experience Study, an NRCC is an essential layer of support for asset-based neighborhood improvement. (See NRCC definition under 2008 Plan Structure, page 3).



Visual: The "Around the Table" Structure of the Neighborhood Resource Coordination Council

Note: A community development corporation has not been established. If the opportunity emerges, such an organization would accelerate revitalization progress.

City of Longview: In addition to designating critical resources like CDBG & HOME funds and providing community liaisons to act as advisors for various neighborhood projects and for the overall project, the City of Longview's support generates sustainability by inspiring residents to stay engaged. The city's very public HNA backing enhances the organization's credibility and encourages partners and funders to support Highlands revitalization activities.

Longview Community Development Department: Provides extensive technical support. The department director attends neighborhood meetings, and events, and works with the community to solve problems. The department acts as the connection point between the HNA and other City of Longview departments.

Community Organizations/the Faith Community: The most powerful force behind Highlands community improvements, after the Highlands Neighborhood Association. The Network of community partners and local churches invest incalculable resources to provide place-based programming and other supports to generate better outcomes for the Highlands Community (See Partner Contributions pages 13-26).

Highlands Neighborhood Association (HNA): the group of residents that work from within the neighborhood to organize dozens of activities and events aimed at creating a better community for their families and neighbors. The HNA acts as an inside connection point to partnering organizations.

Longview Police Department (LPD): LPD maintains a neighborhood police station, organizes multiple community safety events, and collaborates with residents and partners to establish strong police/citizen relationships.

Longview Code Compliance Officer: Ensures progress in blight reduction. The officer enforces city regulations and works with non-compliant residents to find solutions for unsightly and unsafe neighborhood conditions. The elimination of blight is an essential element of neighborhood improvement.

Community Coach (Community Organizer): Provides ways to merge strategies for neighborhood empowerment, builds long-term power by organizing neighborhood residents, develops organizational relationships, raises funding through grants and events, gets people together to solve their own problems and connects them with entities that can provide resources to achieve desired results. The goal of an organizer is to create a viable organization, based on indigenous leadership (not one or two charismatic leaders) to knit together the diverse interests of local institutions and grassroots people. An organizer brings together local and regional non-profit organizations, churches, block clubs, parent groups, and other institutions to conduct research, develop leadership, hold rallies and educational campaigns, and draws up plans on a whole range of issues; jobs, education, crime, etc. Organizers begin with the premise that the problems facing distressed neighborhoods do not result from a lack of effective solutions, but from a lack of power to implement them.[11]

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11 Taken from the August/September 1988 Illinois Issues- Publication, Paraphrased.

Priority Strategies for Sustainable Outcomes

Partners and residents agree; when key strategies like a Highlands Community Coach, a Highlands specific code enforcement officer, and Highlands focused police officers are in place, and when there is a commitment to sustain those supports for the long-term, periods of strong gains followed by periods of regression will evolve into steady, sustainable progress. For example: the Longview Police Department has been consistent in implementing Highlands crime prevention/community safety strategies for nearly a decade. We can directly connect the significant reduction in crime to LPD's efforts. The loss of a community organizer (coach) and a neighborhood specific code enforcement officer account for slower growth/regression in outreach, communication, and blight reduction

- **Re-establish the Highlands Community Coach position to keep energy high, support the HNA, and provide the organizing services necessary to implement plans and activities**
- **Reinstate the Highlands Specific Code Compliance Officer to eliminate blight and unhealthy living conditions**
- **Support the Highlands Neighborhood Association (HNA) and provide ongoing training and recruitment activities to ensure the organization's long-term existence**
- **Create a "Community Hub" at Archie Anderson Park and surrounding blocks**
- **Value, support, and sustain, the network of Community Partners as an essential part of the Highlands Revitalization project**
- **Help the HNA develop a plan to create and maintain a sustainable fiscal/bookkeeping system**
- **Light up the Highlands with adequate street and alleyway lighting.**
- **Establish a rental property registration program to reduce widespread blight and increase community safety**
- **Focus on creating a strong environment of literacy to improve outcomes for Highlands residents**
- **Continue to find ways to engage Highlands youth in healthy activities, especially those that improve literacy.**
- **Assemble a team to publish and distribute a Highlands Newsletter with a sustainability plan**
- **Support the Neighborhood Resource Coordination Council as a forum for communication and resource identification between the neighborhoods and supporting organizations as recommended in the 2008 HRP; or Create a City Department of Neighborhoods**
- **Support Longview Parks and Recreation in completing the current Archie Anderson remodel project and in providing as many activities as possible at the park**
- **Implement existing plans to build a new highlands Community Center at or adjacent to Archie Anderson Park. Add revisions to meet changing needs including space to re-instate the Highlands Community Library**
- **Locate the Highlands Police Satellite Office at or adjacent to Archie Anderson Park either in the current community center, when vacant, or as a co-occupant of the new center for high visibility, strong neighborhood relations, and increased community safety.**

- **Changing the perception by the greater community that the Highlands is an area to be avoided**
- **Put a high priority on expanding Block Watch, Alley Gator, and Adopt-a-Block programs in the Highlands.**

Strategies for Four Areas of Focus

Crime and Neighborhood Safety

The following list combines original and modified 2008 Highlands Revitalization Plan (HRP) strategies with additional recommendations for achieving crime reduction and neighborhood safety goals.

The Longview Police Department (LPD) & Department of Corrections (DOC)

LPD has been on task in improving Highlands safety throughout the revitalization project. Their focus on Key 2008 recommendations includes: Traditional Law Enforcement Activities, Community Policing, Crime Prevention Through Environmental Design, and Community Engagement. In addition, their partnership with HNA has clearly been effective in creating improved Highlands conditions. LPD worked in conjunction with the neighborhood association to transform an atmosphere of mistrust, into a thriving neighborhood/police partnership. The department's dedicated participation in the project has been critical and effective in improving neighborhood conditions.

LPD established a Highlands Police Satellite Office, hosted a monthly "Highlands Neighborhood Matters" program at the community center, and created the Highlands Champions Program; a Community Policing strategy in which certain officers are assigned specifically to the neighborhood. Officers volunteered alongside residents to remove graffiti, deliver Thanksgiving food boxes and Christmas gifts, and worked alongside residents and service groups to clean-up blighted properties. These positive activities have been instrumental in creating an atmosphere of goodwill and mutual trust.

The Department of Corrections has been an important contributor as well. DOC's efforts include relationship building, attending neighborhood meetings and joint trainings with Highlands Neighborhood Association members, advising the HNA, and providing & supervising work crews for neighborhood clean-up activities.

Strategies:

Support the Longview Police Department

Identify opportunities to assist LPD in continuing their effective evidence-based Highlands strategies.

Continue to build strong relationships and participate in collaborative activities with the neighborhood association and LPD whenever possible.

Continue LPD's "Highlands Champions" program in which specific officers are assigned to the Highlands neighborhood. The citizen/officer relationship is comforting to residents and promotes goodwill and trust. Officers who are familiar with residents and the culture of the neighborhood can identify problems earlier, making residents and police more likely to work together to solve problems.

Community Oriented and third-party policing strategies, including public safety training for residents at the Highlands Community Center or Police Satellite Office should continue.

Assemble a planning team to develop ways to increase the number of Highlands streets that participate in the Block-Watch Program, with a goal of a block watch on each of the 40 Highlands blocks. Expanded Block-Watch should be a high priority, including technical support from LPD. The current Highlands block-watches on the 100 block of 16th and the 300 block of 26th Avenues could be used as a model for effectively managed neighborhood watch groups. Seek funding opportunities to fund the program's expansion. Consider partnering with local housing, faith-based and service organizations, and local clubs to expand the "Adopt-a-Block" concept.

Continue to strengthen LPD and DOC communication and collaboration to ensure long-term Highlands crime reduction.

Continue DOC/LPD Warrant Sweep Collaborations to reduce the presence of non-compliant/repeat and Sex Offenders.

Support LPD in efforts to increase the Alley-Gators volunteer program in the Highlands. Alley-Gators is a citizen volunteer security patrol program. Seek grant funding to help support the program if necessary. Highlands residents should be encouraged to participate.

Place a high priority on crime and blight reduction in and around Archie Anderson Park and the Highlands Community Center. This area is a focal point for the Highlands. Due to the heavy youth presence, it is especially important to keep the area safe for citizens, children visiting the park, and residents who live nearby.

Turn on recently installed basketball court lighting at night to discourage vandalism and other inappropriate nighttime behaviors. Residents report witnessing more problems at the park since the lights have been out of service.

Host periodic public safety trainings at the Highlands Community Center.

Expand opportunities for residents to complete mandated community service hours within the neighborhood. Use the opportunity to link participants with resources to improve outcomes for at-risk populations.

Continue to focus on Problem Oriented Policing; using crime data to target Crime "Hot-Spots", areas where most Highlands call for service are concentrated.

Increase animal control efforts and add strict leash-laws. Partner with organizations that provide training for homeowners and renters with pets.

Recruit residents to participate in Community Emergency Response (CERT) Teams. In the past, Cowlitz District 2 Fire Department provided these trainings.

Highlands Satellite Office

Residents living near the park and children & youth who participate in community center programs and frequently use the park often notice and report suspicious loitering, illegal drug use, high crime, and unsafe conditions, especially after dark. A heavy law-enforcement presence, an active Block Watch program, and better outdoor lighting could help remove the sense of danger for citizens using the area for legitimate purposes.

Re-establish an active HNA business office at the Highlands Satellite Police Station. Joint HNA/LPD offices have been effective in providing an opportunity for outreach to residents and in creating an atmosphere of support and safety.

The community center design should be adjusted to accommodate an LPD satellite office. A change in ownership of the satellite building may make it necessary for the department to re-locate. As suggested in the 2008 HRP, a police office should be integrated into the new Highlands Community Center Plan. The satellite office, a well-known community resource, has been at its current location inside the St. Helens Market Complex since the mid 1990's. Recently, the complex changed ownership. As a result, the police station will need to relocate by January 2020.

When the current building is no longer available, a temporary police satellite office in a modular building at Archie Anderson Park or within the current community center complex should be considered until the new community center is constructed.

Shed Light on the Highlands after Dark

"See and be seen" is the overall goal when it comes to Crime Prevention through Environmental Design (CPTED) and natural surveillance. A person is less likely to commit a crime if they think someone will witness it. Landscaping and outdoor lighting are important ingredients in the CPTED philosophy.[12]

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12 Taken CPTED Principal #1; Natural Surveillance

From the beginning, residents have identified street and alley lighting throughout the Highlands as a high priority. However, little progress has been made. Darkness creates an advantageous environment for those who desire to cover unacceptable behaviors and activities. Lack of nighttime lighting creates an environment of fear and uneasiness. A well-lit neighborhood promotes the feeling of well-being and is beneficial to the neighborhood's health and safety. Every possible option should be explored in achieving this important safety goal.

Form a team to create a Street and Alley Light Plan

Research all available opportunities for funding neighborhood outdoor lighting. Explore resources such as Community Development Block Grant funding, the Local Initiatives Support Corporation (LISC)[13], Cowlitz PUD, and foundations that support community safety. Organized fundraising activities and events should be considered as well.

Consider revisiting the "Light On" campaign. A 10-year Lights-On anniversary event could promote awareness of the importance of leaving outside lights on from dusk to dawn. In 2010 HNA, several local churches, Love INC, Lowes, Cowlitz PUD, LPD, CCHFH, and Mountain Ministries joined together to provide and install free outdoor fixtures and energy efficient lightbulbs to every residence in the neighborhood. Residents were educated in the economy and importance of leaving outdoor lighting on at night. Households were encouraged to "flip the switch" at dusk. About 50% of the neighborhood participated and a well-lit community emerged. Over time, the lighting strategy has faded. Collaborators could be reunited to repeat the lighting campaign, reminding residents of the economy and importance of using outdoor lighting to fight crime.

CPTED Approach to Fighting Crime

Crime Prevention through Environmental Design or CPTED utilizes walkways, fencing, lighting, signage and landscape to clearly guide people and vehicles to and from the proper entrances. The goal with this CPTED principle is not necessarily to keep intruders out, but to direct the flow of people while decreasing the opportunity for crime[14].

Continue the Crime Prevention through Environmental Design (CPTED) approach by encouraging those improving property or public facilities to adjust landscaping strategies to align with CPTED principals[15]

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13 LISC is one of the largest organizations supporting projects to revitalize communities, including safer streets. They provide capital, strategy and know-how to local partners and impact both rural and urban areas across the country.
14 Taken CPTED Principal #1; Natural Surveillance
15 https://www.ncpc.org/resources/home-neighborhood-safety/crime-prevention-through-environmental-design-training-program/

Use interdepartmental coordination for focused nuisance abatement and issue final warnings and take civil action when necessary.

Continue to encourage homeownership opportunities within neighborhood. Owner occupants tend to better maintain their properties. Calls for service are more common in rental properties.

Follow CPTED principals in landscaping or improving public spaces.

Focus on providing youth programming giving a priority to Highlands Community Center programs currently in place. Programs like Lion's Den, CUB/Boy/Girl Scouts, volunteer and community service, youth groups and educational programs to engage youth in positive interactions and re-direct youth demonstrating problem behaviors. Several of these programs are currently in progress at the Highlands Community Center and at Archie Anderson Park. Efforts should be made to sustain the current programs to provide dependable and predictable long-term support to children who may not have experienced consistency elsewhere.

Criminal Drug Activity

Substance abuse prevention and treatment are strategic approaches to reducing crime and increasing public safety. There are several local organizations that address substance abuse issues.

Promote and provide substance abuse education and sobriety programs inside the neighborhood for easier access. Make every effort to keep residents informed and updated about available resources. Mountain Ministries, a local one-year residential program has an above average success rate and has supported Highlands revitalization in the past by partnering in many Highlands improvement activities. One of the program's unique and helpful approaches is to provide one to two years of housing and treatment at no charge to program participants. 1414 Club has contributed similarly to neighborhood revitalization and offers a strong support system. Celebrate Recovery, another faith-based treatment program is well-established, as are DAPC and A Safe Haven. Programs through local health organizations and other non-profits are also available. These organizations should be welcomed as partners in reducing addiction issues by providing services within the neighborhood.

Contact and other Information for these programs should be made easily available to residents over the long-term.

Support LPD in the department's ongoing focus on eliminating drug houses and other means of illegal distribution. Utilize Drug Nuisance Law to its fullest extent.

Provide residents with the information they need to safely report neighborhood drug houses and other illegal activity.

Traffic Nuisance

Continue traffic calming efforts on streets with frequent speeding complaints.

Provide courtesy speed readings on a periodic basis on major thoroughfares within the neighborhood to reduce travel speeds.

Encourage residents to notify LPD as traffic issues emerge. LPD's traffic unit will provide courtesy speed readings upon request.

Engage Highlands Youth in Positive Activities

Finding ways to engage youth in healthy activities reduces juvenile delinquency. Longview Parks and Recreation after school and summer programs, Boy/Cub Scouts, Lion's Den Youth Club, Girls Club, LPD's Youth Cadet Program, and other current and future evidence-based programs will occupy free time and build character.

Take every opportunity to include youth in as many neighborhood related activities as possible.

Community engagement is a sustained connection to something or someone outside of themselves. Focus on finding ways to stay engaged with young community members.

Identify opportunities to build self-confidence by engaging youth in community organizing activities. Over the past several years, youth contributions to the Highlands Revitalization Plan (HRP) include building raised planting beds at the community center and community garden, volunteering to help maintain the community garden, delivering newsletters and other flyers throughout the neighborhood, canvasing the neighborhood to identify participants for projects and events, painting a statement mural on the side of the police satellite office, participating in neighborhood clean-up and graffiti removal activities, and planning community events.

Support LPD in continuing and expanding the Youth Cadet Program with a strong focus on reaching and engaging Highlands's youth.

Consider a focus group made up of youth and adults to develop a sustainable youth engagement plan. Give the plan's implementation a high priority once it is completed.

Lend support to organizations that provide opportunities for youth. Deliver evidence-based youth programs within the neighborhood to increase ease of participation.

Provide opportunities for youth to complete mandated community service hours within the neighborhood. Use the opportunities to encourage self-improvement and offer connections to youth focused programs and resources. A community service liaison is available to dispatch youth to support non-profit organizations at the Cowlitz County Youth Services Center.

Identify and provide youth leadership training opportunities.

Continue to seek available resources to support programming and activities for neighborhood youth.

Publicize successes. Making the community aware of the good things happening in the Highlands helps improve public perception of the neighborhood and promotes community pride. Community pride leads to more diligence on the part of residents in protecting their community.

Housing and Neighborhood Appearance

Currently well maintained and new Habitat for Humanity housing (right) in the Highlands

Recent reductions in crime, the addition of the Highlands Trail, the in-progress remodel of Archie Anderson Park, opportunities for community involvement, the availability of support programs at the Highlands Community Center and youth programs at the Lion's Den Boxing Club have contributed greatly to the process of transforming the Highlands from a distressed community into an affordable and desirable neighborhood with healthy activities.

Stable, affordable housing and the elimination of blight are fundamental ingredients of successful neighborhood revitalization. Neighborhood appearance, responsible property management, and a high percentage of owner-occupied housing will reduce the appearance of distress and improve negative public perception.

Blight Reduction

- Eliminate blight as quickly as possible and maintain good neighborhood appearance
- Engage a Highlands Specific Code Compliance Officer and firmly enforce compliance
- Require an annual license with inspection requirements for rental properties
- Replace aging housing stock with new affordable housing
- Dramatically increase owner occupied housing through self-help housing programs
- Improve housing around Archie Anderson Park for the purpose of creating a central neighborhood hub and focal point
- Create a fund to purchase properties around Archie Anderson Park as they come available to grow the "neighborhood hub".
- Support ongoing neighborhood clean-up and graffiti removal activities
- Pave as many alleyways as possible – repairing significant potholes
- Down zone the Highlands to reduce high density over the long-term
- Collaborate with housing non-profits to provide properties that have been foreclosed or non-compliant with City regulations to build new affordable housing

Assign a code compliance officer to focus on the Highlands exclusively. Compliance should be strictly enforced. The officer could refer those unable to comply, due to disability or

finances, with service organizations able to help them. Currently, Longview Code Officers are only able to respond to neighborhood code violations when a complaint is received.

A few of many current or recent code violations in the Highlands Neighborhood:

Require registration and an annual license for all premises rented in whole, or in part as a dwelling unit. The large number of blighted Highlands rental properties justifies the need for oversight. Property neglect is a significant contributor to neighborhood decline, community health, and reduced personal assets. The rental registry/inspection program in Hopkins, MN could be used as a model. https://www.hopkinsmn.com/682/Rental-License. Hopkins charges a seventy-five-dollar annual fee per property. Multi-unit dwellings are charged ten dollars for each additional unit. An annual inspection is required. Cowlitz County Housing Data identifies 944 Highlands rental properties. If the cost of an annual license is set at $100.00 ($8.33/month), the revenue generated would provide approximately $94,400 plus the additional charge for each unit of multi-unit structures. The property would be inspected as part of the initial registration process, and every three years thereafter. This strategy would hold landlords to a reasonable standard of accountability and provide them with cause to evict non-compliant tenants. The revenue generated could support the Highlands specific code enforcement position in addition to significantly reducing blight and unsafe housing conditions. Reduced neighborhood blight will increase property values, more than compensating property owners for their registration fees.

Continue use of Crime Prevention through Environmental Design (CPTED) principals for residential, commercial and public areas. Implement through public improvements, private renovations and code compliance. Standards should include:

Landscaping	Fencing
Lighting	Other Site Features

Continue support for HNA/Partner neighborhood clean-up collaborations. HNA led neighborhood clean-up events have removed nearly 100 tons of Highlands waste and generated over 3,000 volunteer hours. The clean-up collaborations significantly improve

neighborhood appearance and should continue. Encourage the HNA to effectively partner with non-profit housing organizations to assist in Highlands clean-up opportunities.

Encourage removal of junk vehicles by providing information on companies that purchase vehicles or remove them for free. A quick web search revealed several such companies in Cowlitz **C**ounty[16]. At least two additional programs, Habitat Cars for Homes and Mountain Ministries Car Donation Program receive donated vehicles and use the proceeds to support their missions, adding a second layer of benefits to the neighborhood.

Form a team to create an alleyway paving plan. The plan could include funding sources such as revitalization focused foundations, private donors and CDBG/Home Funds. The lack of paved alleyways has been a major frustration for Highlands residents. Additionally, paved (and well-lit) alleyways could reduce on street parking, contributing to improved neighborhood safety and appearance. Residents feel their vehicles are not safe when parked in alleys under current conditions and the presence of significant potholes make them difficult to navigate.

Encourage or Mandate Off-Street Parking. Any mandates should occur after alleyways are improved. Many Highlands properties lack street-side driveways. The streets are narrow and several of the 100 and 200 blocks are dead-end streets. Because of heavy curbside parking, it is difficult for vehicles to navigate the streets and risky for children who may not be seen by motorists. Streets heavily lined with curbside parking add to the appearance of blight.

Consider focused nuisance abatement programs involving interdepartmental coordination or third-party policing to improve neighborhood safety. Utilize the Drug Nuisance Law to its fullest extent to close buildings and properties being used for the sale

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16 https://www.usjunkcars.com/washington/wa_cowlitz_car_salvage.html
https://theclunkerjunker.com/junk-car-removal/state/washington/longview
https://www.rustysautosalvage.com/washington/cowlitz-county.html
https://www.habitat.org/carsforhomescardonationwizard.com

and use of uncontrolled substances. Encourage third-party policing interventions that involve drug nuisance abatement and civil remedies through code enforcement.

Continue LPD/Longview Code Compliance Dept. Collaborations to address property nuisances, especially when behavioral nuisances are related.

Expand Block-Watch groups; see Crime and Neighborhood Safety strategy for Block-Watch Expansion. In addition to crime prevention, Block-Watch can be helpful in identifying code violations before they become overwhelming.

Continue sidewalk repairs throughout the neighborhood. Damaged sidewalks contribute to the appearance of blight, can be a safety hazard, and make mobility difficult for citizens with disabilities. Adding ADA accessibility at street corners was frequently requested by residents during HRP planning workshops and in neighborhood surveys.

Create a fund to demolish unsafe, dilapidated structures and place a lien against the properties to re-coup costs.

Collaborate with the Department of Corrections to involve work crew participants in Highlands clean-up activities.

Offer incentives for restoring housing in poor condition through low interest loans, forgivable grants (with length of occupancy requirements), tax incentives, or other tools that close the market gap, but stop short of rewarding a decision already made.

Consider establishing a Neighborhood Toolshed where residents can check-out tools and equipment for yard care and small construction projects.

Continue collaborations with groups like Love INC, Flash Love, Cowlitz County Habitat for Humanity, Habitat's Building in Youth Program, local churches, United Way Day of Caring, and others that provide work parties to carry-out neighborhood projects and help meet the needs of disabled or elderly residents.

Identify junk vehicles and provide information on disposal options.

Organize community clean-up events on a regular basis.

Recruit residents with emphasis on youth for Rapid-Response-Graffiti Removal Team or organize regular graffiti removal events.

Promote beautification of private properties through clean-up events, Garden Clubs and Yard-of-the-month recognition**.**

Fully Support the Longview Parks and Recreation Department's Archie Anderson Park remodel project.

Focus on blocks facing Archie Anderson Park for priority improvements.

Move forward with plans to construct a Community Center at Archie Anderson Park.

Place a modular structure at Archie Anderson Park large enough to temporarily house Longview Police Departments Satellite Office until a new Community Center with space for LPD can be constructed.

Consider down-zoning the Highlands from its current R-4 designation in Longview's comprehensive Plan to decrease density. Participate in Planning Commission/City Council Discussions to discourage certain forms of increased density.

The Highlands neighborhood has had large portions zoned for high density residential uses since the city's establishment. The zoning, known as the R-4 zone is the city's highest intensity residential zone and is the only residential zone to allow uses such as office buildings, office uses, hotels/motels, hospitals, medical uses, and residential treatment facilities. It also allows for buildings up to 60 feet high. Despite the zoning designation allowing for these many uses, the portions of the highlands with the R-4 zoning have mostly been developed with single family homes, apartment buildings, duplexes, triplexes and 4-plexes. As part of the most recent comprehensive plan update conducted in 2015-2019, Highlands residents commented that while more housing units could be accommodated, full scale redevelopment with multiple lots to build multi-story apartment buildings has not been a good fit and would disrupt a neighborhood already experiencing nuisances, crime, and lower quality of life than other parts of the city. Longview's updated comprehensive plan will include a recommendation to draft a custom zoning district or 'area plan' for the Highlands. The plan will likely involve down-zoning so that less intense/less dense development is permitted, while still allowing for flexibility in land uses and maintaining the potential for redevelopment.

Target the city's federal HOME and CDBG funds to assist in Highlands beautification efforts. Give priority to local organizations that promote this work.

Convene an HNA planning committee to develop a plan for the neighborhood association owned double lot on Douglas Street**.**

Affordable Owner-Occupied Housing:

Partner with non-profit housing organizations and government programs to help low-income residents purchase a home through sweat equity/self-help programs.

Support Property Owners in making renovations to their homes.

Replace or renovate deteriorating housing stock.

Create a fund or support community housing organizations in purchasing foreclosed properties. Add them to the affordable housing inventory by selling them to a Highlands resident, not investors. Add short-term resale restrictions.

Develop a land banking program to acquire vacant land, vacant blighted properties or foreclosed properties. Partner with local community housing development and non-profit organizations to create affordable housing with affordability restrictions. Provide priority status to those associated with NRCC and the Highlands revitalization effort.

Cowlitz County Habitat for Humanity, Lower Columbia CAP and Housing Opportunities of SW WA contribute to affordable housing and blight reduction within the Highlands. For more detail, see the list of partner contributions in the assessment report on pages 11-13 of this document. These organizations have proven their effectiveness within the neighborhood and should be fully supported in their Highlands endeavors.

Promote existing programs that can help low-income households purchase their home. Three local agencies have significantly impacted blight reduction, the provision of affordable housing, and other Highlands improvements: Cowlitz County Habitat for Humanity, Housing Opportunities of SW Washington and Lower Columbia CAP. These organizations have replaced Highlands housing stock with new, self-help housing over the past two decades; significantly impacting neighborhood appearance.

Cowlitz County Habitat for Humanity (CCHFH) works in partnership with people in need to build and renovate decent, affordable housing through their "hand-up", sweat-equity philosophy. The houses are then sold to the families at no profit and with no interest loans. This results in empowered, confident and healthier families who mutually invest and give back to our community. It also provides lower mortgage payments for individuals and families who have low incomes (30% to 60% of the median income for Cowlitz County). Habitat's Brush with Kindness and Neighborhood Revitalization preservation programs offer additional support to Highlands residents. CCHFH offers a variety of educational opportunities designed to help homeowners thrive in their communities. Class topics are focused on financial well-being, home maintenance, safety, board and resident leadership and community engagement and advocacy.

The Lower Columbia Community Action Council (CAP) provides an opportunity for individuals and families to reach their dream of homeownership with no down payment. New homes are built together with other families through "sweat equity" which acts as a down payment. CAP was responsible for the Highlands' D.B. Story at Colorado and Carolina Streets. The project provided dozens of new homes to families in need. A Highlands scattered site unit's project is planned. CAP's Home Weatherization and Repair programs and a variety of additional programs provide more affordable housing supports.

Housing Opportunities of SW WA's (HOSWWA) SHARE Program: assists low-income families in obtaining homeownership counseling, down payment and closing cost assistance, and help in purchasing and rehabilitating existing housing stock. Families participating in the program will also be investing their own time and labor in rehabilitating their homes, thus encouraging an on-going commitment to maintaining their homes and investing in their community. Individuals participating are required to spend at least 30 hours per week constructing their home. Families work in groups where all participants help construct each family's home. HOSWWA delivers a variety of programs to help low-income residents own or rent affordable housing.

Take advantage of affordable housing and housing rehab resources as much as possible. The Washington State Housing Finance Authority direct loan programs such as House Key/House Key Plus (first-time buyers) http://wshfc.org/buyers/key.htm Home Choice (disabled buyers) http://www.wshfc.org/buyers/homechoice.htm, provide sweat

equity opportunities; for multifamily properties. The Washington State Housing Trust fund offers financing for multifamily housing to nonprofit developers. Local programs include CAP's Sweat Equity Housing and Home Weatherization & Repair programs; Cowlitz County Habitat for Humanity's Brush with Kindness, Neighborhood Revitalization and other homeownership preservation programs; Longview Housing Authority's SHARE sweat equity rehab/homebuyer program, and Family Self Sufficiency program for families on Section 8 housing assistance who wish to purchase a home. Many local entities use the city's HOME and CDBG entitlement funds to provide housing assistance in various forms. HUD and USDA also offer several financing options for multifamily development, including HUD and USDA also several financing options for multifamily development, including HUD 202 grants for elderly housing and HUD 811 grants for persons with disabilities

Promote alternative forms of housing and homeownership that provide affordability for low income persons.

Target the city's federal HOME and CDBG funding to assist in housing construction or renovation, and to increase opportunities for homeownership by moderate to low income families.

Provide housing counseling services to neighborhood residents including training on how to purchase or sell a home, fair housing and landlord-tenant law, renter certification programs, etc. Inform residents of ethical lenders, such as Single Parent Properties and Loan.com. These programs help single parents avoid predatory lenders.

Affordable Rental Housing:

Promote affordable multifamily housing by providing information to owners of properties with four or more units about the Washington State tax exemption, when half or more of the units are rented to residents earning less than 40% of area median income.

Provide Low or No-Cost Landlord Training Programs in partnership with the landlord's association and other local organizations with a housing focus.

Distribute information to Highlands Property Owners, especially seniors, about the WA State law allowing for property tax deferral for low-income homeowners so that current residents are not pushed out by rising property taxes. https://dor.wa.gov/content/property-tax-deferral-program-homeowners-limited-income.

Promote rehab of properties through programs such as Youth Build which teaches construction trades to at-risk youth (low-income high school dropouts). Youth-Build works through nonprofit organizations to provide instruction and supervision, and pays wages for training, education, and property improvements (https://www.youthbuild.org/program-directory). Connect 2 Careers/Cowlitz County Habitat for Humanity and Goodwill Construction Skills Program for disadvantaged Youth participate in the program.

Work with Landlords to create a Housing Services Coordinator who will assess tenant's needs and connect them with services available in the community to assist in a variety of ways. This role would include crisis intervention and short-term case management. Such a staff person could be shared between several small landlords who do not utilize on-site property managers. The cost effectiveness to landlords could be proved through a test project.

Provide housing counseling services to neighborhood residents including training on how to purchase or sell a home, fair housing & landlord-tenant law, and renter certification programs. Several local housing non-profits provide these services.

Adopt simple, straightforward design guidelines to assist property owners in creating compatible developments. Respect existing development by creating residential "patterns" for infill development or remodeling.

Community Facilities and Services

Highlands Elevate Youth Program with Director Jeremy Hilton

Since the City's adoption of the 2008 Highlands Revitalization Plan, many Community Facilities and Services recommendations have materialized. A priority should be placed on completing projects that are still in development stages. Strengthening what exists, will ensure better sustainability and a shorter timeline for realizing successful revitalization goals.

Facilities

A Neighborhood Focal Point and Center of Community Activities

Create a neighborhood "Hub", where community members can take advantage of resources. Include services, social opportunities, programs and recreation, all offered from a centralized neighborhood location. As many new and existing programs as possible should be available from this location.

A neighborhood Hub is developing in the Archie Anderson Park area between 21st and 22nd Avenue. Alabama Street and Industrial Way make up the park's Northern and Southern borders. The park is currently undergoing an extensive renovation.

A temporary Highlands Community Center is located adjacent to the park on the corner of 21st and Alabama Streets, and the Lion's Den youth boxing club building/Family Resource Center is sited at Archie Anderson Park. Access to the Highlands trail is located there as well. The "hub" sits one block off the neighborhood's most central location, making it less than .25 miles from the furthermost parts of the neighborhood.

Goal: The New Highlands Community Center, a Lower Columbia Head Start facility, access to the Highlands Trail, a Highlands Police Satellite Office and the Lion's Den Boxing Club are all sited at or adjacent to Archie Anderson Park. The area is surrounded by new and rehabilitated housing. More public facilities are added as needs are identified.

Focus initial improvements at Archie Anderson Park, progressively moving outward to the east and west.

Once the hub is established and the surrounding blocks improved, efforts should continue moving outward targeting the nearest blocks and eventually reaching to the ends of the neighborhood in both directions and to the north. For example; street lighting, alley paving, sidewalk repair, and CPTED compliant street plantings could be concentrated in the area. Many improvements are currently in progress. This strategy will offer significant visual impact, producing a high-profile focal point in a short amount of time. Housing construction and rehabilitation efforts should also be focused around the park and expanded outward to the rest of the neighborhood. Since there have been many housing improvements on the West end of the neighborhood, the visual enhancements will have a rapid impact once the improved areas merge.

Although this is the preferred strategy, it is important to take advantage of opportunities as they become available, even when they occur outside of the target zone but within the Highlands neighborhood.

With continued development, the focal point will lead to higher property values, greater community confidence for all of Longview, and better health and safety outcomes for Highlands residents. The extensive park remodel and improved housing and facilities surrounding it will become a desirable residential area with "across the street access" to amenities available within the neighborhood.

Establish a Fund to Purchase Properties Adjacent to Archie Anderson Park as they come available. The properties can be used to add additional community facilities or sold to non-profit organizations that provide affordable housing, create small business, or meet other identified needs.

Create a Standardized Housing/Building Plan to initiate uniformity for properties surrounding the park.

Archie Anderson Park

Re-establish the Highlands Community Library to support literacy and improved educational outcomes for Highlands residents.

Give priority support to Longview's Parks and Recreation Department in Remodeling Archie Anderson Park. The park is to become the centerpiece of neighborhood improvements and should be completed as soon as possible to accelerate the revitalization process.

A New Highlands Community Center

Graphic: the planned Highlands Community Center designed by Brittell Architecture Company Inc.

The desire and need for a community center serving the Highlands was identified during neighborhood meetings. It is recommended that such a facility incorporate additional service functions to serve families and seniors in addition to a strong focus on youth. A larger community center/family resource center could expand a variety of current services and accommodate more evidence-based programming to help residents thrive.

Assemble a team to implement existing plans for a new Highlands Community Center. The team should include Highlands residents/HNA members, program and service providers, city staff, and potential donors and funders.

The current Highlands Community Center was purchased with grant funding by the HNA in 2012. The building is a two-bedroom house, converted for temporary use. Although the center is strategically sited near the park, it is not large enough to take advantage of potential opportunities.

Community Development Block Grant funds were used to create a Highlands Community Center design in 2011. The plans will need to be reviewed and adjusted to accommodate changing needs, such as office space for the Highlands Police Satellite Station.

Local organizations are willing to serve residents through place-based programming. The current community center is not large enough to accommodate them. A larger center and improved park facilities will transform the bottle neck of available programming into a free-flowing network of support and opportunities for personal, family, and community growth.

Highlands Police Satellite Office

The satellite office, a well-appreciated community resource, has been at its current location inside the St. Helens Market Complex since the mid 1990's. Recently, the complex changed ownership. As a result, the police station will need to relocate by January 2020.

Site the Highlands Police Satellite Office inside or adjacent to Archie Anderson Park, preferably within the proposed Highlands Community Center. In the past, the satellite office was used as a base of operations for the Highlands Neighborhood Association. The shared space has been strategic, in that it provided a venue for communication and neighborhood outreach. As a conceivably better alternative to co-occupancy at the new facility, the center's current location could be converted for use as the Highlands Police Satellite Station once the new building is completed.

Temporarily house the Highlands Police Satellite Office until permanent offices can be established at the planned Highlands Community Center or at the current community center once the new facility is completed. The current new community center drawings may need to be adjusted to accommodate the station.

Secure a modular office trailer and place it on or adjacent to Archie Anderson Park, to be used as a temporary police station until the community center can be constructed. Housing the substation near the Highlands' "hub", will make it more accessible to the community, supporting strong relationships between the police and Highlands residents. Additionally the strategic location will reduce crime at the park.

As a less preferred alternative, space at the struggling shopping center located at the East end of the Highlands on Oregon Way could be rented temporarily.

Highlands Early Learning Center

Establish a Lower Columbia Head Start location or similar childhood development programs at or adjacent to Archie Anderson Park.

Explore the possibility of a temporary modular unit until a permanent structure can be planned and built. Center-based early childhood development programs, particularly those with strong parent involvement components help ensure appropriate childhood development. Additionally, this can offer parental education to support the entire family unit and help build parenting skills.

Expand Street and Alleyway Lighting Where Needed throughout the Highlands
From the beginning, street lighting has been the highest priority and a relentless request of Highlands residents. Currently it is not included in the city's Capital Improvement Projects schedule. While costly, street lighting would make a significant difference in terms of crime and the perception of personal safety. The 100 blocks of most streets within the Highlands have very limited lighting. While the number of light standards is the same as other blocks, these blocks are longer than most, and thus the lighting does not provide as much illumination as it does on shorter blocks. Adding just two more lights per block would significantly improve illumination.

The number of light standards needed to improve security, and the associated costs, should be explored. The need for alley lighting is also a frequently expressed concern. Much of Longview's alley lighting is accomplished through contract with the PUD for a light pole, but there are many families who could not afford the upfront cost. The city could consider this type of lighting for alleyways, with property owners responsible for the monthly lighting cost to rental properties. With newer energy efficient lighting, costs should be minimal.

Initial lighting should be placed as needed around Archie Anderson Park and in nearby alleyways, progressively moving outward across the neighborhood in all directions.

Existing lighting currently not in service, such as the recently installed basketball court lighting, should be turned-on from dusk to dawn. It is unclear why the new lighting is not currently in use.

A "Lights-On" anniversary event could help light up the neighborhood until additional lighting can be installed. More detail is provided in the Crime Prevention and Neighborhood Safety section of this document.

Initial lighting should be placed around Archie Anderson Park and the surrounding blocks, and in the adjacent alleyways, continuing outward to additional blocks and alleys as resources allow.

Highlands Community Trail

Continue to Maintain the Highlands Trail and Eventually Connect it to a Citywide Trail System. The Highlands trail, which stretches between the neighborhood's East and West borders along Industrial Way, was completed in 2012 and is heavily used by pedestrians and bicyclists. The Cowlitz County Trails Plan[17] links the trail to several portions of a citywide trail network. Once the trail is linked to the system, it will have the potential to become a symbol of neighborhood renewal and provide a physical connection to other parts of Longview. This is significant since the Highlands community continues to experience a sense of isolation and stigma. Linking the citywide trail will symbolize connection and unity with the rest of the city.

Highlands RV Dump Station

Trim vegetation and maintain a clean, well-kept appearance at the R.V. Dump Station located at the neighborhood's Alabama Street entrance. Rather than expensive re-location, the station should be well maintained with manicured vegetation. The site should be consistently clean and tidy. Volunteer, D.O.C., or court mandated community service crews

17 Link to the Cowlitz County Trails Plan

should be recruited to accomplish this. Although the purpose of the station is not pleasant, the neighborhood's perception of safety can be enhanced as more visitors use the facility. Since the facility is located at a neighborhood gateway, beautification will create a welcoming atmosphere for guests.

Highlands Community Garden

- Continue to support HNA's Community Garden at the Highlands Community Center.
- Consider recruiting health and/or recreation related organizations to re-establish the Douglas Street Garden as a second garden site. The garden could serve residents on the West side of the neighborhood. Organizations could be identified to plan and manage the garden. This would lessen the burden of management on the HNA. WSU Extension Office, Longview Parks and Recreation Dept., Longview Community Garden, Pathways 2020, Longview School Gardens, and local churches should be contacted to seek direction and identify interest.
- A Weyerhaeuser Foundation Grant to the HNA purchased the Douglas Street Garden & surrounding fence. Lowes donated the Garden Shed.
- If a second location proves impractical, partners could help the HNA remove overgrowth and create a plan for developing the Douglas property. The double parcel is currently unmaintained and adds to neighborhood blight.

Capital Improvements Program

Like most cities, Longview develops six-year capital improvements program (CIP) to guide city budget decisions from year to year. Each year, as projects are completed, new ones are added to the 6th year of the plan. This makes it an ongoing tool for budgeting and development. The Highlands neighborhood is well served by city water, sanitary sewer, and storm drainage systems. There are no other major water, sanitary, or storm sewer improvements identified as necessary beyond those listed.

Other capital facilities improvement categories included on an annual basis in the city's capital facilities budget include:

- Neighborhood park grants
- Sidewalk repair
- Bike lanes/trails
- Park bench donations/installations
- Bus shelter

The total amount allocated in these categories each year is relatively small, but a portion could be allocated over time to neighborhood improvements in the Highlands. Donations for park benches could be solicited from the greater community. Several business and volunteer groups provide ongoing beautification efforts in the Highlands.

Improvements such as sidewalks, street lighting and alley paving are typically carried out through Local Improvement Districts (LID). All property owners within the assessment district vote for or against forming a district to tax themselves for the improvements. If owners vote to establish such a district, they are assessed their pro rate share of the cost of improvements. This approach has been used across the city and was proposed in the Highlands prior to the 2008 Highlands Revitalization Plan (HRP).

Many residents reported feeling frustrated that absentee landlords derailed efforts to make street lighting and alley paving/lighting improvements. A similar proposal could be initiated again in phases, beginning in areas with concentrations of owner-occupied properties, especially around Archie Anderson Park, the proposed neighborhood hub. Once the improvements are seen, other areas of the neighborhood may follow suit. Incentives could be offered for participation in the formation of a Local Improvement District.

An alternative approach: Designate Community Development Block Grant funds to finance the improvements. These funds are restricted to areas where at least 51% of the residents are below 80% of the area median income. The Highlands neighborhood qualifies in its entirety for eligibility in the program.

The neighborhood is well-served by sidewalks; however, many sections are in need of repair and improvement. Follow the neighborhood improvements strategy that focuses initial efforts around A.A. Park, to complete the necessary sidewalk improvements.

The Highlands Newsletter and Other Marketing Strategies

Members of the network of community partners name lack of attendance as the primary barrier to successful program delivery. Organizations that provide programming in the Highlands generally rely on the HNA to keep residents informed.

Without organizing support, it is difficult to reach residents with current information on a consistent basis. Newsletters and flyers have been effective in the past; however, publication and distribution can be difficult with little or no staff support.

A system of communication that will inform residents of the opportunities available to them should be established. The Newsletter system has been effective in the past and can be resurrected along with other communication strategies.

Re-establish the Highlands Newsletter and identify a practical means of distribution.

Create a Highlands e-mail distribution list. Although many households do not have access to the internet, creating an e-mail distribution list could reach a significant amount of Highlands community members.

Public Service Announcements delivered by local radio, newspaper, and television stations should be considered as a means of informing the public regarding neighborhood activities.

The Highlands Time Bank

Re-establish the Highlands Community Time Bank. Conduct an updated asset inventory of residents' skills, talents and gifts. Use this data to re-establish the Community Time Bank. HNA owns a computer program from the previous time bank. Paid or volunteer staff will need to manage the call-in system.

Additionally, the time bank data could be used to identify potential entrepreneurs that could be assisted in growing small businesses.

Services

Oftentimes local organizations launch programs from the Highlands Community Center and end them after a short amount of time. Providers name lack of participation and their inability to reach those who could benefit from the programs as the primary cause for the short-lived efforts. Recent inconsistency in community center availability is an additional factor. Residents in turn, do not bother to participate because they feel the programs will not last long enough to benefit them. Once an effective means of communication is established, length of stay contracts should be considered to support sustainability.

Support the Highlands Neighborhood Association

Continue to support the HNA in carrying out many of the HRP strategies.

Seek funding to re-establish the Community Coach Role

It is important to remember that the Highlands Neighborhood Association (HNA

) is the most indispensable element of the neighborhood's revitalization project. The committed group of residents should be encouraged, supported and recognized for their extraordinary inside efforts to improve Highlands conditions. It is fundamentally important that they continue to have a strong voice in revitalization efforts. Resources to support them should be provided whenever possible.

Offer ongoing organizational and non-profit fiscal training to current and potential HNA members. Organizational trainings should occur regularly to ensure that new members are prepared for high impact participation.

Seek support and training opportunities from local non-profit leadership.

Develop a plan to recruit and retain volunteers from the neighborhood and elsewhere. Maintain a pool of volunteers to help achieve inside neighborhood goals.

Deliver a Variety of Evidence-Based Programs aimed at addressing issues that keep residents from holding the capacity to thrive

Current Programs Provided by Partnering Organizations at the Community Center

- Elevate Youth: One meeting per week
- Narcotics Anonymous: Five meetings per week
- Cub/Boy Scouts: Two meetings per week
- Longview Parks and Recreation Summer Kids Program: One meeting per week
- Break Point Girls Club: One meeting per week
- Break Point Church: One meeting per week

Many important programs such as the Highlands Computer Lab, English as a Second Language, Health Screenings, Reading Programs for Children, the Highlands Public Library, and dozens of others have received heavy investment. Unfortunately, some of these programs are inconsistently, or no longer available due to a shortage of volunteer/staff support. It is difficult for volunteers to donate the hours necessary to consistently deliver programs that occur daily or weekly, and unfair to expect them to. A community organizer would identify and recruit enough volunteers, program providers, workers and funding streams to support various staffing and other program support needs.

2008 Program Recommendations

These programs are still relevant to neighborhood health and should continue to be targeted for implementation:

- Boys & Girls Club recreational and character-building activities

- After school tutoring and mentoring programs
- Childcare and parent support programs
- Employment services, GED assistance, financial literacy classes, free tax preparation
- City library branch location
- Access to economic family support programs
- Flu shot clinics, health screenings, health care enrollment
- Resource referral center for a variety of community services

Create an outline of preferred community center programming. Consider filling in gaps in services and develop a sustainability plan.

Assist residents in planning and coordinating community events, such as Block Parties, Annual Clean-Ups and Prevention Fairs.

Deliver support necessary to sustain Lion's Den Youth Club's Facility at Archie Anderson Park.

Value, encourage and expand existing network of community partnerships. These partners fulfill their missions by finding ways to give assistance to Highlands residents who fall below the poverty threshold.

Create an environment where partnering organizations are free to use their expertise in implementing programs and find community support for carrying out missions that align with community goals within the Highlands.

Programs should target improved literacy beginning at an early age, youth engagement, educational opportunities, diversity support, English/Spanish classes, health, senior living, financial literacy, computer literacy, physical activity, social interaction and other topics of interest to residents.

Support and expand Youth Programming to engage Highlands Youth with a wide variety of opportunities seeking to develop social, employment, and life skills to reduce negative activities and prepare them for successful adulthood.

Offer multiple integrated opportunities to learn about supports that can temporarily guide families through hard times. Temporary Assistance for Needy Families (TANF), FSET, Supplemental Assistance Nutrition Program (SNAP), Earned Income Tax Credit (EITC), Child & Dependent Care Tax Credit, WIC, Low Income Energy Assistance Program (LIHEAP), etc.). Offer bundled services for job training, placement, work support and income support benefits.

Identify place-based[18] services for Senior Citizens and Hispanic/Latino populations. Both demographics have seen significant increases over the past decade and insufficient place-based support is available from within the neighborhood.

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18 For the purpose of this document, "Place-Based" programming can be defined as programs, supports and activities, offered from within the target population's geographical location to improve accessibility. Highlands residents can face barriers to participation in programs that are located outside of the neighborhood. Personal means of transportation are not always available. Using public transportation can significantly increase time commitments, making it more difficult to consistently participate. Additionally, it can be beneficial to reduce

Food Lifeline at Archie Anderson Park truly is a lifeline to residents struggling to provide food to their families. Continue to accommodate by providing a place for neighborhood food distribution as well as food and equipment storage.

Recreational Programs

Longview Parks & Recreation Department provides a variety of programs delivered from the Highlands Community Center and Archie Anderson Park. Parks & Rec partners with Youth and Family LINK, Cowlitz Community Network, and other organizations to run after-school and summer programs. Many Highlands youth attend. The annual 3-on-3 Basketball Tournament, and the Strengthening Families program, one of the few that combine parent and child activities within the same program, are delivered from Archie Anderson Park and the Highlands Community Center.

As identified by the data, a need for expansion of youth and family recreational opportunities within the Highlands is clear. The neighborhood has the highest proportion of youth and families within the city of Longview. More programs are needed to reach more residents. Some of the programs could be operated by citizen volunteers. Others are more appropriately offered through a network of partners, such as agencies that provide staff with specialized training. St. Helens Elementary has offered use of the school's gym in the past. If this option is still available, the gym could be used for neighborhood health activities until the community center's gym is completed.

Identify and recruit local organizations and individuals who could develop neighborhood-scale projects and activities that would impact the projects four areas of focus.

Expand opportunities for recreational activities aimed at involving youth and families in positive behaviors. Give emphasis to programs that build character and confidence, using partnerships with civic, school, and faith-based organizations.

Fund a Mini-Grant Program for neighborhood residents to carry out their own improvement projects. The mini grant program provided by the Neighborhood Resource Coordination Council (NRCC) meets this need. The council provides small annual grants. The NRCC and HNA determine what projects and activities will receive funding. An example of this could be the funding of a shared AmeriCorps position between the HNA and one of the many partnering organizations. In the past, the small grants have funded fiscal support, garden activities and operating insurance for the neighborhood association.

Consider rotating or shared staffing at the Highlands Community Center to serve the citizens of the Highlands. The facility offers family and community-based programs that strengthen families, reduce poverty, and improve the community.

Expand opportunities for community service, particularly among delinquent youth. Use programs delivered by members of the network of community partners. The partners have focus areas with expertise in delivering evidence-based programs with a track record of success in achieving desired outcomes. Cowlitz County Youth Services, formerly, the Juvenile Department has a community service program with a coordinator able to dispatch

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stressors like unfamiliar or institutional type surroundings. Offering resources and activities where participants live and spend much of their time tends to increase participation and improve outcomes.

youth needing to complete court mandated community service hours. This program could support neighborhood services and projects.

Assist with community improvements through community service days, donations of materials, use of equipment or other in-kind donations for projects such as: planning and planting community gardens and landscaping projects, anti-graffiti teams, minor home repairs, and maintenance for disabled residents and seniors.

Support before and after-school programs that enhance academic achievement, build character, and provide recreational outlets and mentoring opportunities for Highlands-area youth.

Develop a coalition of public and non-profit entities interested in promoting outdoor education for youth. Continue supporting Longview Parks and Recreation Department's funding applications to sustain the Washington State Parks "No Child Left Inside" program at Archie Anderson Park. Research shows that getting kids outdoors can vastly improve outcomes. The "No Child Left Inside" grant program is especially geared to fund activities that benefit students at risk of failing or dropping out of school, under-represented learners, and children facing social, behavior, economic & health barriers.

Human Capital Development and Asset Building

(Formerly: Economic Development and Asset Building)

Updated Strategy Recommendations

Thriving communities are those where families and children are connected to the services, networks and resources that enable them to succeed.

Middle class status is a function of education, access to economic opportunity, social supports, connections that overcome isolation, competitiveness of people, systems & community capacity, power and social capital.

Neighborhood Economic Success occurs when families with adequate incomes are the norm, community institutions are born and grow, residents spend their money locally, and there is a sense of neighborhood optimism and willingness to look out for each other. (Paraphrased from 2008 Highlands HRP)

Create a Culture of Literacy within the Highlands

The Foundation of Knowledge is based on words. According to Longview School Superintendent Dr. Daniel Zorn, educating parents in the benefits of reading to their children is the strongest and best step we can take toward eliminating poverty in the Highlands neighborhood.

Concentrate efforts on educating parents concerning the importance of the simple strategy of reading to their young children daily. If just one book is read to a child every day from birth, they will have been read 1,825 books by their fifth birthday.

Promote the Imagination Library[19] as a resource to achieve improved literacy within the neighborhood. The program provides free, brand new, age appropriate books for children ages birth-5 years old. Use media, newsletters, school information distribution and other means to heighten awareness. Partner with United Way, Longview Schools and service organizations to ensure that as many Highlands children as possible are signed up for the program. Parents simply go to the United Way website: www.cowlitzunitedway.org to sign their child up for books. Books are delivered to their door every month until the child's fifth birthday. Studies reveal increased interest in reading, improved home literacy environments, and increased family engagement in households where Imagination Station is implemented. Research confirms higher kindergarten readiness assessment scores for participating children vs. non-participants.

Continue to welcome, support, and grow the Network of Community Partners. Encourage organizations that offer programming from the Highlands community center. Longview schools, Longview Public Library, Lower Columbia Head Start, Early and Noon

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19 The Imagination Library is a free children's book gifting program started by Dolly Parton in 1995. The program sends a free age-appropriate book each month in the mail until the age of five, regardless of family income. The program is available to any community that would partner with Imagination Station and support it locally. Currently, United Way of Cowlitz County is an Imagination Station Partner. I. S. can be implemented in communities by private or public non-profit organizations. Partners are responsible for the distribution of books in those participating communities and the database that manages the children's information. a Story Time to children attending the event. The Imagination Library program currently sends roughly 1.3 million books to children every month. The program has drastically improved literacy for the children enrolled

Rotary Clubs, Friends of the Library, and other literacy focused organizations have contributed significantly.

Programs with long-term intentions delivered at the community center are often short lived. Partners identify low attendance as a primary barrier to long-term sustainability. Marketing techniques and an understanding of the benefits of participation by Highlands residents are necessary for improved attendance. Partners sometimes assume that the neighborhood association will be responsible for generating the participation; this may be an unreasonable expectation.

Continue to partner with Early and Noon Rotary, Lions Club, Longview Library, Friends of the Longview Library, Longview Schools, and others in Highlands door-to-door book distribution and community center story hours.

Re-establish a Head Start Early Learning Program within neighborhood borders, preferably at or near Archie Anderson Park. A Highlands facility is a Lower Columbia Head Start priority. The park and community center's central location create a hub for activities, making it accessible to Highlanders from both sides of the neighborhood.

Consider reopening the Highlands Public Library. The library opened at the community center in 2011 with support from the Longview Public Library. Contributions from the Public Library, private donors and local organizations kept the facility well stocked. In addition to these resources, grants should be identified for providing up to date inventory and alternatives for residents with special needs. The program's best chance for sustainability will be in engaging a paid community center director as suggested in the primary strategies section of this document.

Consider creating "Free Library" stations in various locations in the Highlands.

Consider creating a scholarship program specifically aimed at Highlands students.

Offer adult literacy and English as a Second Language (ESL) Programs using Highlands residents as instructors whenever possible. A mutual teaching forum where English and Spanish speaking residents teach each other language will be advantageous in supporting diversity and good neighbor relationships. Additionally, the ability to speak two languages is a desirable employment qualification.

Job Opportunities and Small Business Development

Work with Lower Columbia College, Longview School District and Longview Public Library, Lower Columbia Community Action Program, Workforce SW WA, AmeriCorps C2C and Goodwill to design Highlands specific educational/job training opportunities.

Assist in the recruitment of Highlands residents for programs offering employment and supportive services within the neighborhood.

Provide coordinated inter-agency initiatives to offer employment programs, training and supportive services to residents of the Highlands. This could be more extensive than making referrals to other agencies, potentially involving joint staffing, shared funding, and integrated information management systems.

In July 2019, Workforce of Southwest WA received a 3-year, $1.6 million grant to fund a new program aimed at helping Highlands and South Kelso residents find and keep jobs. The

program will provide residents with job skills to find or keep jobs and find better paying positions. The workforce system provides no-cost employment, education and training services to businesses and individuals and seeks opportunities to present workforce development program information to businesses, education, and community groups, so they can benefit from these services. *Every effort should be made to support this program in working to improve employment prospects for Highlands residents.*

Reintroduce the Small Business Start-up Loan Program through the City of Longview's revolving loan fund. Establish training programs at the community center to prepare residents to take advantage of this and similar business start-up opportunities. [20]

Establish a focus group to plan a Highlands employee owned business venture. The planning team could create a business plan that would focus on Highlands Residents as proprietors of the business. A strong management team and a plan for sustainability would need to be developed. Other resources could be utilized in the form of grants and fundraising activities. The business could provide job training for at-risk youth, Highlands senior citizens needing to re-enter the workforce, and offer D.O.C. re-entry opportunities. Models for employee owned businesses to support neighborhood revitalization include Evergreen Cooperative Laundry http://www.geo.coop/node/402 and Great Lakes Brewery https://en.wikipedia.org/wiki/GreatLakesBrewingCompany.

Involve re-entry employment programs and supportive services from local organizations to help ensure success for those exiting prison or jail.

Structure employment and training programs to allow for efforts specifically targeted to low skilled/low education persons, with a geographic focus on the Highlands and service delivery to sites within the neighborhood. Include program components to address needs of difficult-to-serve populations. Bridge the gap between where residents are, and the first rung of a career ladder by providing pre-job training and soft skills enhancement. Provide for assessment, hard skills training, placement, retention, and follow-up services. Combine employment programs with marketing of work incentives-such as the Earned Income Tax-Credit.

Expand opportunities for incumbent worker training for the working poor[21], to allow advancement opportunities that lead to family-wage jobs.

Develop a program targeted towards improving education and employment outcomes for at-risk youth. Program components should include intensive case management, mentoring, and individualized, comprehensive services. Target youth at middle school levels, before substantial barriers to academic success emerge.

Provide opportunities for youth to complete court mandated community service hours. Youth can experience the benefits of "giving back" to their community and discover opportunities for continued community involvement. Connecting the youth to service organizations can provide them with opportunities for employable skill building.

Partner with Goodwill and other local organizations to provide job training and educational supports for seniors, low-income residents and at-risk youth. https://www.goodwillwa.org/wp-content/uploads/2015/04/Programs_Services_Longview_3-2015.pdf

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20 https://www.mylongview.com/DocumentCenter/View/745/Revolving-Loan-Fund-PDF?bidId=
21 Wtb.wa.gov

Develop a training/employment program for the construction trades and partner with local unions with apprenticeship programs. Some training/employment programs offer high school or GED completion, and work towards rehabilitation of neighborhood housing. City programs such as HOME could be utilized for financing home improvements. Consider a YouthBuild crew as well as a Re-Entry crew working at different job sites.

Provide community probation alternatives and re-entry programs that include housing, character building and employment components. Consider approaches like Clark County's Restorative Justice[22] and Cowlitz County's Community Re-entry Programs[23]

Establish Driver's License restoration programs and offer alternatives to fines and suspensions, where appropriate. Lack of viable transportation can be a significant barrier to employment.

Create a car donation program that links needy families with used vehicles in good condition. This type of program could offer tax benefit value to donors and offer low income families reliable transportation to work and services. Consider partnering with local Automotive Mechanical training and apprenticeship programs like Lower Columbia College's automotive vocational training to connect job training opportunities to the strategy.

Consider establishing a chapter of SkillsUSA[24] that serves trade, industrial and technical students in secondary and post-secondary public schools. Chapters offer leadership and work skills, community involvement, improvement efforts and competition at various levels for its members. (A trades-based version of Future Business Leaders of America/FBLA)

Consider "First Source" Hiring Agreements for publicly funded projects or incentives to give priority to hiring Highlands residents.

Market federal tax incentives for hiring welfare recipients[25] who enter the job market to local employers.

Access CDFI resources (venture capital loans). Create a redevelopment authority or other entity that can issue bonds for redevelopment for economic purposes.

Promote SCORE, a small business mentoring program that uses retired executives to support the development of small business as a support for Highlanders interested in small business mentoring support. SCORE's volunteer mentors, all experienced in entrepreneurship and related areas of expertise, provide free guidance to small business clients. Mentors work with clients to address issues and learn best practices related to starting and growing a business, including writing business plans, developing products, conceiving marketing strategies and hiring staff. Clients access their mentors via free, ongoing face-to-face mentoring sessions or through email or video mentoring services. SCORE's website www.score.org houses hundreds of free online resources for

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22 A system of criminal justice which focuses on the rehabilitation of offenders through reconciliation with victims and the community at large.
23 The Cowlitz County Community Re-Entry Program helps inmates successfully transition back to the community and reduces recidivism. The overall goal is to create release plans for inmates directly linked to housing, food, benefits, employment, education, and treatment.
24 SkillsUSA is a United States career and technical student organization serving more than 395,000 high school, college and middle school students and professional members enrolled in training programs in trade, technical and skilled service occupations, including health occupations
25 https://www.irs.gov/businesses/small-businesses-self-employed/work-opportunity-tax-credit

entrepreneurs, including webinars, virtual conferences, downloadable tools, templates, and a daily blog.

Consider formation of a Community Development Corporation, Redevelopment Authority, or similar entity.

Community Development Corporations (CDC) are nonprofit, community-based organizations focused on revitalizing low-income, underserved neighborhoods that have experienced significant disinvestment. While they commonly develop affordable housing, they are usually involved in a range of initiatives critical to community health such as economic development, sanitation, streetscaping, and neighborhood planning projects, and oftentimes even provide education and social services to neighborhood residents.

CDCs play a critical role in building community wealth for several key reasons: they anchor capital in communities by developing residential and commercial property, ranging from affordable housing to shopping centers and even businesses.

At least one-third of a CDC's board is typically composed of community residents, allowing for direct, grass-roots participation in decision-making.

CDCs' work to enhance community conditions oftentimes involve neighborhood organizing, a process critical for empowering residents *and gaining political power.* Community-wealth.org houses the most up-to-date collection of resources focused on CDCs and their role in community wealth building.

Use a community development corporation, community land trust, or similar entity to acquire properties that are vacant, for sale, and/or tax delinquent. Offer properties for sale to current renters or potential residents for homeownership opportunities. Protect properties with residency requirements, resale restrictions and other means of preserving the housing stock as affordable for homeownership.

Consider marketing the Highlands neighborhood to a Comprehensive Community Development Intermediary such as Local initiatives Support Corporation (LISC), or The Enterprise foundation to expand opportunities for financing the capitalization of housing and economic programs run by local non-profits.

Consider partnering with a Community Development Financial Institution (CDFI), which can sell New Market Tax Credits to private investors to stimulate community revitalization. There are several CDFIs in Washington State.[26] The small Business Administration also operates the Small Business Investment Company Program, a public-private partnership involving private investors offering capital plus funds borrowed with an SBA[27] guarantee to make investments in qualifying small businesses.

The Community Development Financial Institution Fund (CDFI FUND) – U.S DEPARTMENT OF TREASURY *there are 26 CDFI institutions in WA State. The Fund awarded Washington organizations $42,335,759 since 1996. New Markets Tax Credit awards to Washington since 2002= $347,000,000. The Community Development Financial Institutions (CDFI) Fund is an innovative*

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26 Nearby CDFIs: • Cascade Forest Products Credit Union, Vancouver • Craft3, Ilwaco • Peninsula Community Federal Credit Union, Shelton • Rural Community Development Resources, Yakima • The Lending Network, Chehalis • Thurston Union of Low-Income People (TULIP) Cooperative Credit Union, Olympia • Washington Access Fund, Seattle • Washington Community Alliance for Self-Help (Washington CASH), Seattle • Washington Community Reinvestment Association, Seattle

27 Small Business Administration

federal agency within the Treasury Department that was established in 1994, through the Riegle Community Development and Regulatory Improvement Act, to promote community development in distressed urban and rural communities by increasing the availability of credit, investment capital and financial services available. Since 1994, the CDFI Fund has awarded $2.3 billion on a competitive basis to CDFIs including, small and emerging CDFIs and financial institutions through the BEA Program[28].

Financial Literacy

Maintain partnerships with financial institutions that offer Money Smart type and other HUD approved educational classes. Some provide incentives for completing the course. Mint Valley Credit union in partnership with the Cowlitz Community Network and other non-profit organizations, establish checking accounts for residents who complete their financial training program.

Partner with Faith-based groups that offer Financial Peace University Training by Dave Ramsey. The training stresses the elimination of personal debt and has been provided at the Highlands Community Center in the past with good results.

Begin financial literacy training for children at an early age. Partnership with Longview Schools to provide ongoing training throughout school years.

Seek a partnership with Lower Colombia CAP's Financial Independence Center to explore possibilities for Highlands focused financial literacy support.

Identify residents who are willing to be trained to provide free tax preparation services within the neighborhood from the Highlands Community Center through AARP or VITA[29]

Promote a vocational culture among social service agencies, by identifying volunteer and paid work for program clients and other difficult-to employ persons.

Identify a location that can be used as a neighborhood employment center with a resource room with computers, printers, phones, voice mail, copier, fax machine, and resource materials.

Provide adult mentors for neighborhood residents who are trying to move up the economic ladder. Create peer support groups to offer reinforcement and maintain motivation.

Owner Occupied Housing

Financial experts agree, for most Americans, purchasing a home is the largest investment they will make during their lifetime. According to Dave Ramsey of Financial Peace University, real estate value typically doubles every ten years. Owner occupied housing tends to be better maintained than rental properties. The reduction of blighted properties in

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28 Bank Enterprise Award Program;
https://www.cdfifund.gov/programstraining/Programs/bank_enterprise_award/Pages/default.aspx
https://www.cdfifund.gov/programs-training/Programs/bank_enterprise_award/Pages/apply-step.aspx
29 https://www.irs.gov/individuals/free-tax-return-preparation-for-you-by-volunteers or
https://www.aarp.org/money/taxes/aarp_taxaide/

the Highlands will increase home values, leading to greater economic security for property owners.

Increase the number of owner-occupied dwellings within the Highlands Neighborhood with a focus on affordable housing. Support for programs like Cowlitz County Habitat for Humanity, Lower Columbia CAP's Self-Help Housing, and Housing Opportunities of SW WA's homeownership programs should be a priority.

Use Individual Development Account (IDA) funds available to approved non-profit housing organizations to assist residents of the Highlands to save and acquire resources to allow them to purchase and renovate their home. Provide IDA resources in conjunction with phasing plans for housing rehabilitation. Recruit local and regional organizations and employers to contribute matching funds for grants received for establishing Individual Development Accounts (IDA's) that can be used to help purchase real estate.

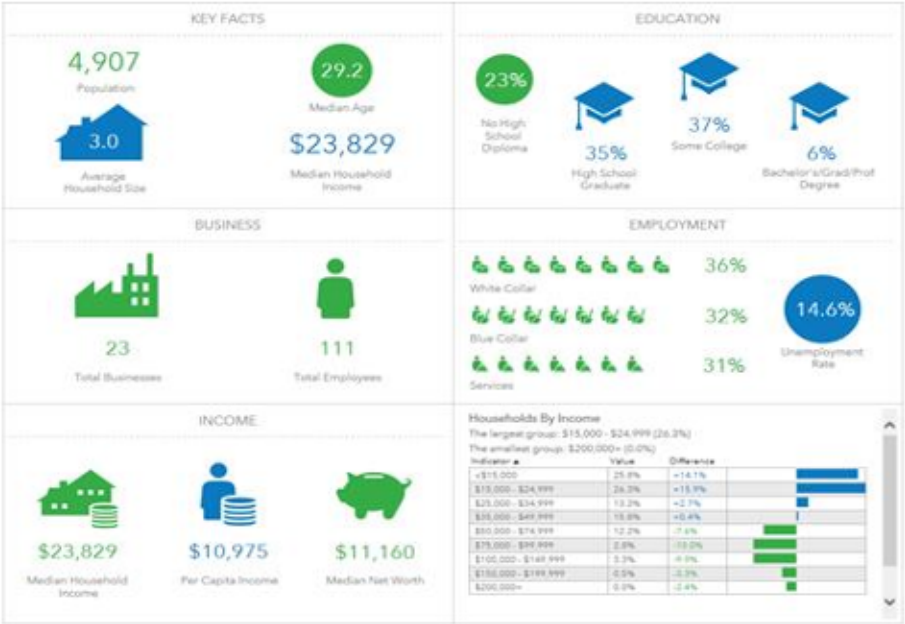
Consider providing tax breaks to owner occupants who reduce blight and build wealth by improving their Highlands properties.

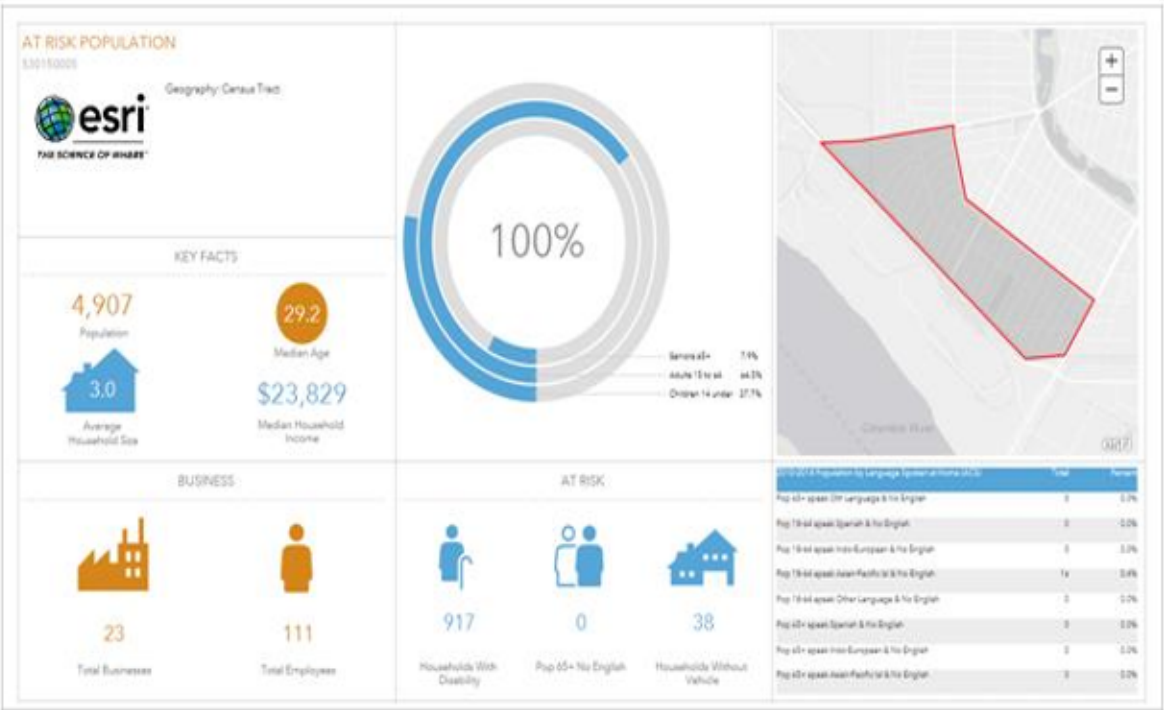
Explore a partnership between the Federal Home Loan Bank Board of Seattle (FHLB) and member banks to establish available funds for affordable housing and economic development through the bank's Community Investment Cash Advance, Economic Development Fund, the Affordable Housing Program (Home$tart and Home$tart Plus)[30]

30 https://www.fhfa.gov/PolicyProgramsResearch/Programs/AffordableHousing/Pages/Affordable-Housing-Home-Loan-Banks.aspx

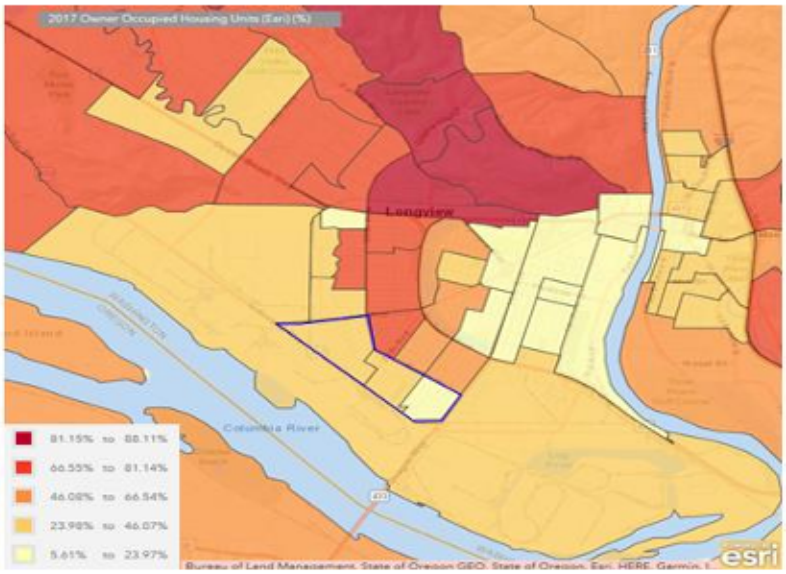
Appendix:

More Highlands Specific Data:

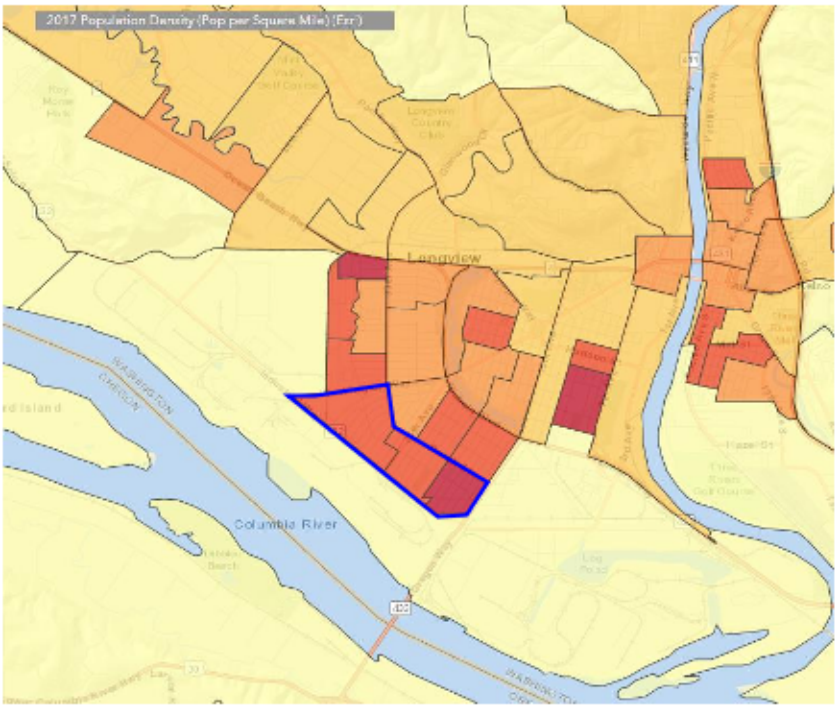




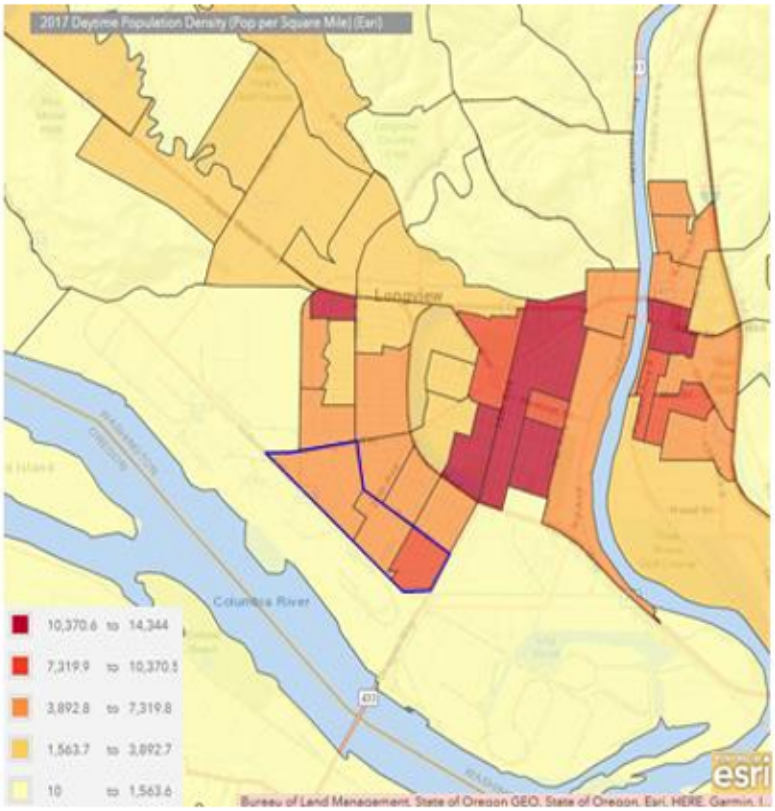
2017 Owner Occupied Housing Units



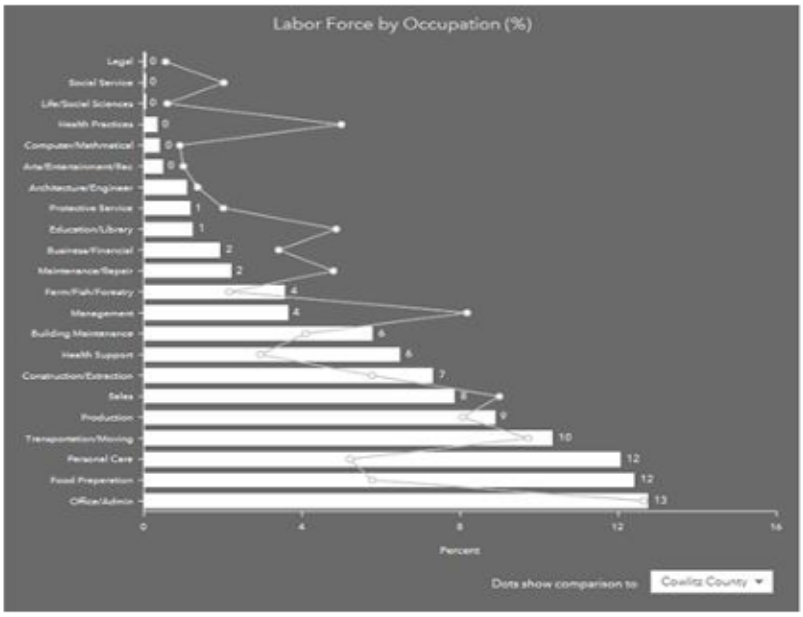
2017 Population Density per Square Mile



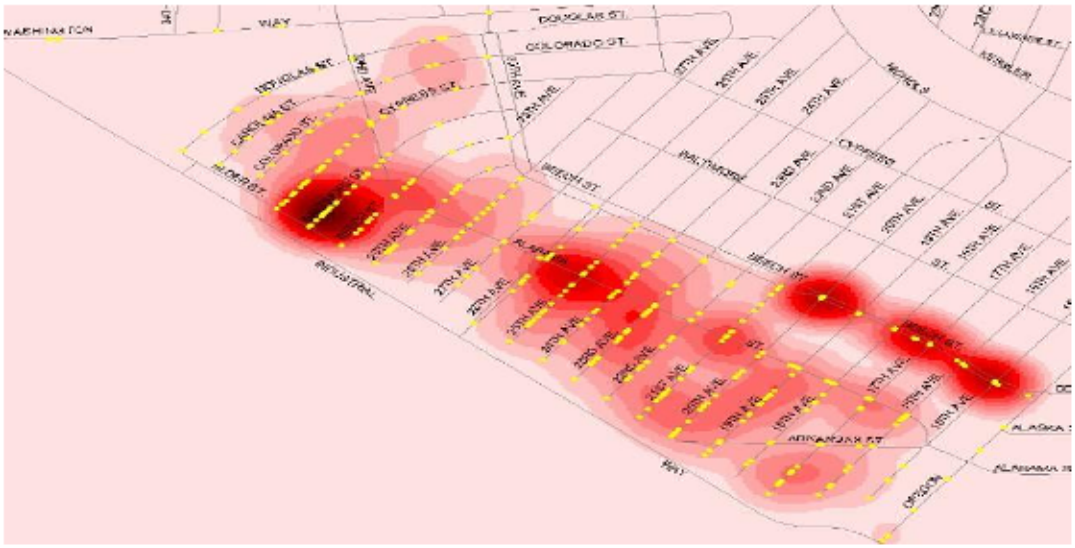
2017 Daytime Population Density



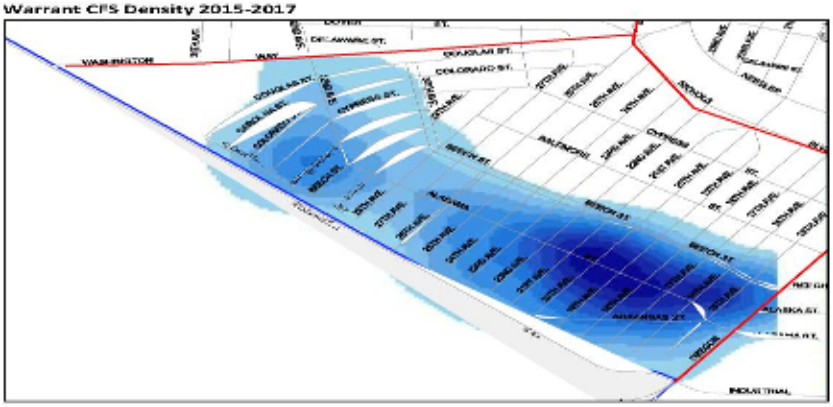
Demographic Summary



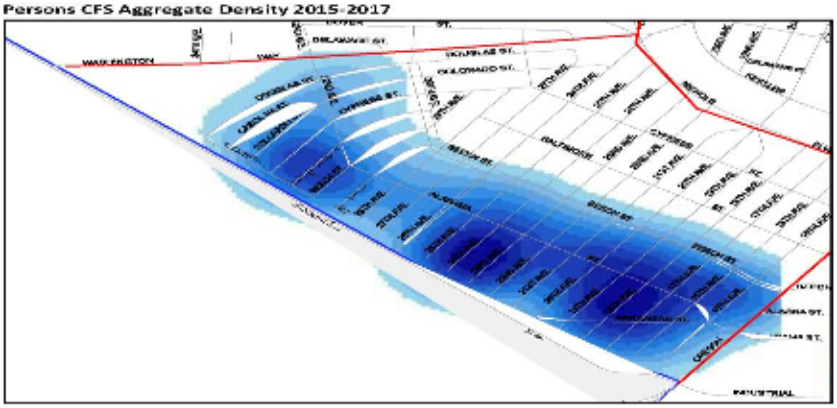
Crimes against Persons Highlands Crime Hotspot Maps 2006 (top) vs. 2017-2018 (bottom)



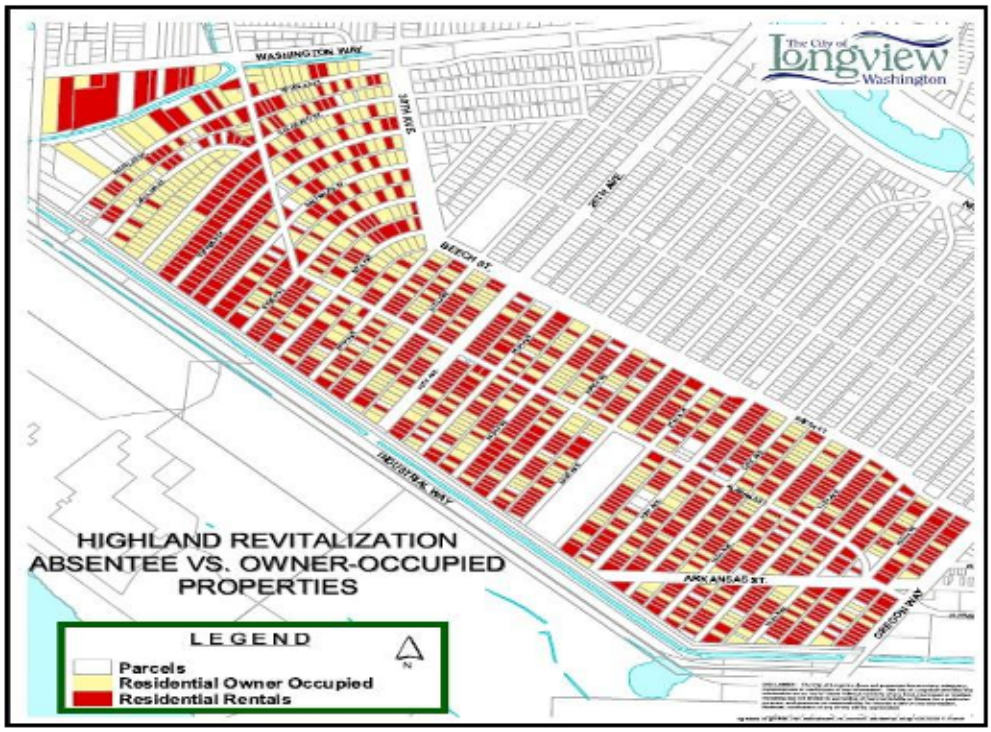
Warrant CFS Density 2015-2017



Persons CFS Aggregate Density 2015-2017



Rental vs Owner-Occupied Housing Comparison 2008 (top) vs 2018 (bottom)



City of Longview

Agenda Summary

PROJECT COMPLETION – 3RD & 30TH AVENUE IMPROVEMENT PROJECT

RECOMMENDED ACTION:
MOTION TO ACCEPT AS COMPLETE THE 3RD & 30TH AVENUE IMPROVEMENT PROJECT.

COUNCIL STRATEGIC INITIATIVE ADDRESSED:
Improve transportation systems

CITY ATTORNEY REVIEW: N/A

SUMMARY STATEMENT:
The 3RD & 30TH Avenue Improvements project has been completed in accordance with the plans and specifications under Contract No. 19-C108-T entered into between the City of Longview and Clark & Sons Excavating, Inc. The City Council must accept the project as complete before final contract closeout can be accomplished.

STAFF CONTACT:
Karl Enyeart, Project Engineer

Attachments: None

City of Longview

Agenda Summary

3RD QUARTER GENERAL FUND FINANCIAL REVIEW

COUNCIL STRATEGIC INITIATIVE ADDRESSED:
Continue effective financial management
STAFF CONTACT:
Kurt Sacha, City Manager

Attachments:

1. 2019 Q3 General Fund Review Council (2019 1107)

City of Longview

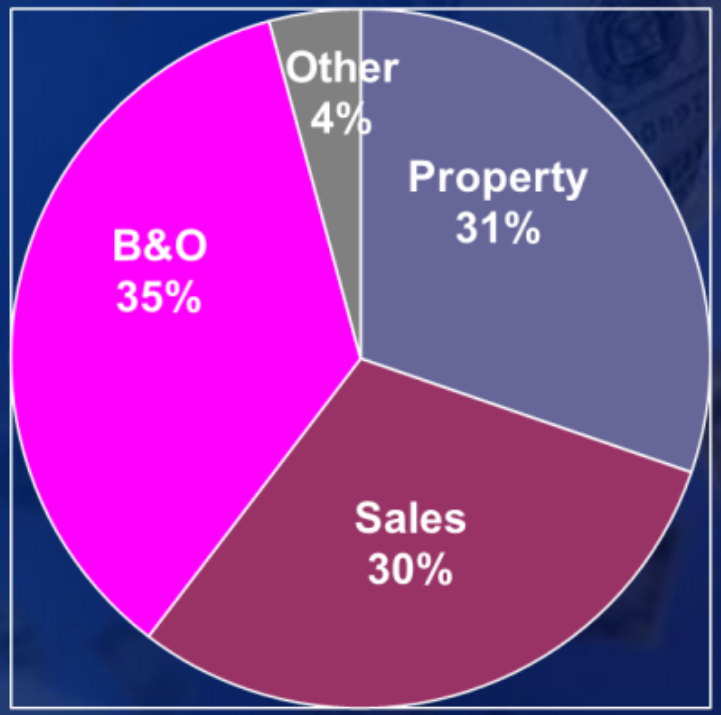
2019 Q3 General Fund Financial Review

City Council Meeting

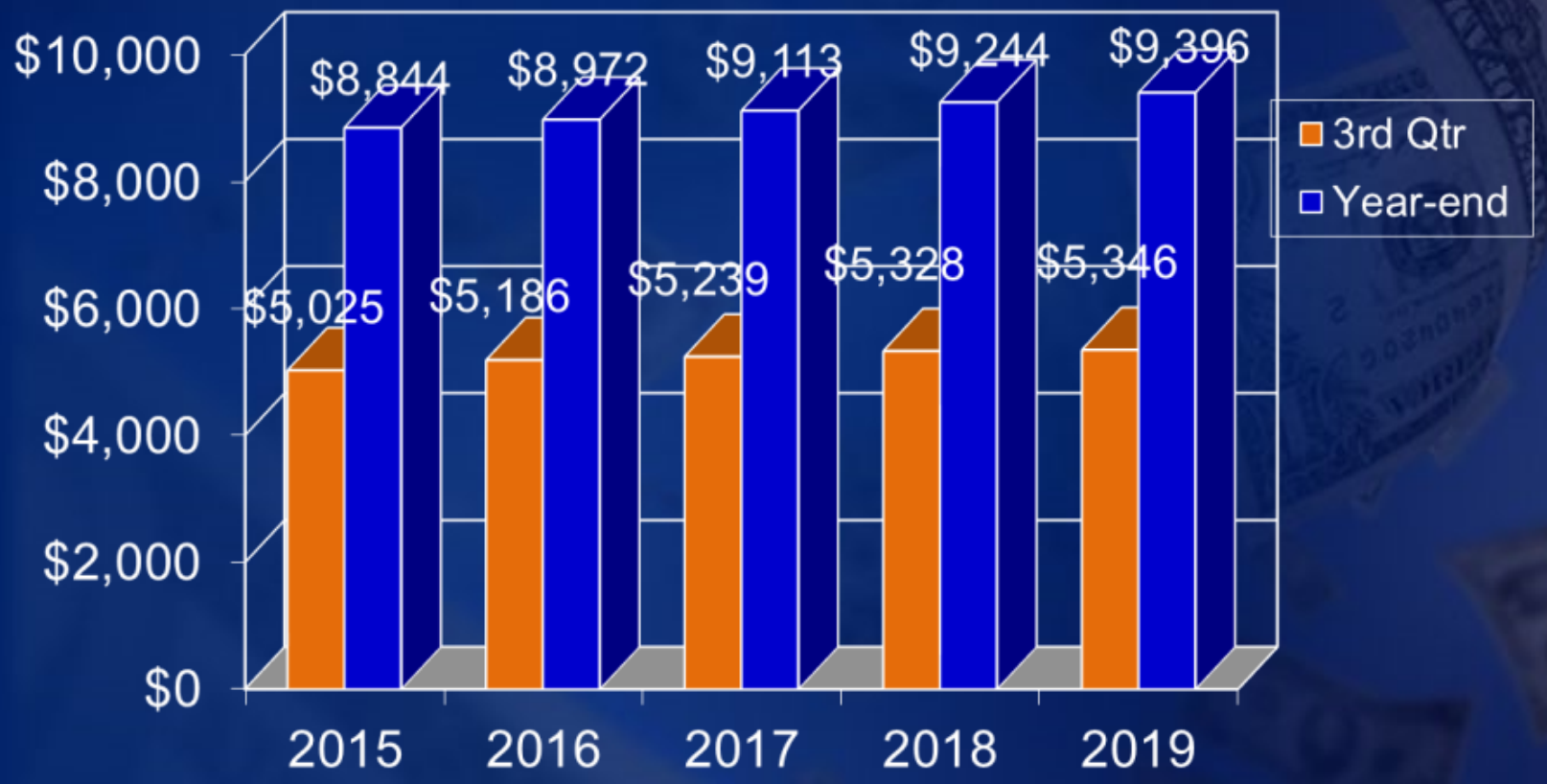
November 7, 2019

2019 Budgeted General Fund Taxes

Tax	Amount
Property	$8,895,000
Sales	8,843,770
B&O	10,404,670
Other	1,239,290
Total	$29,382,730



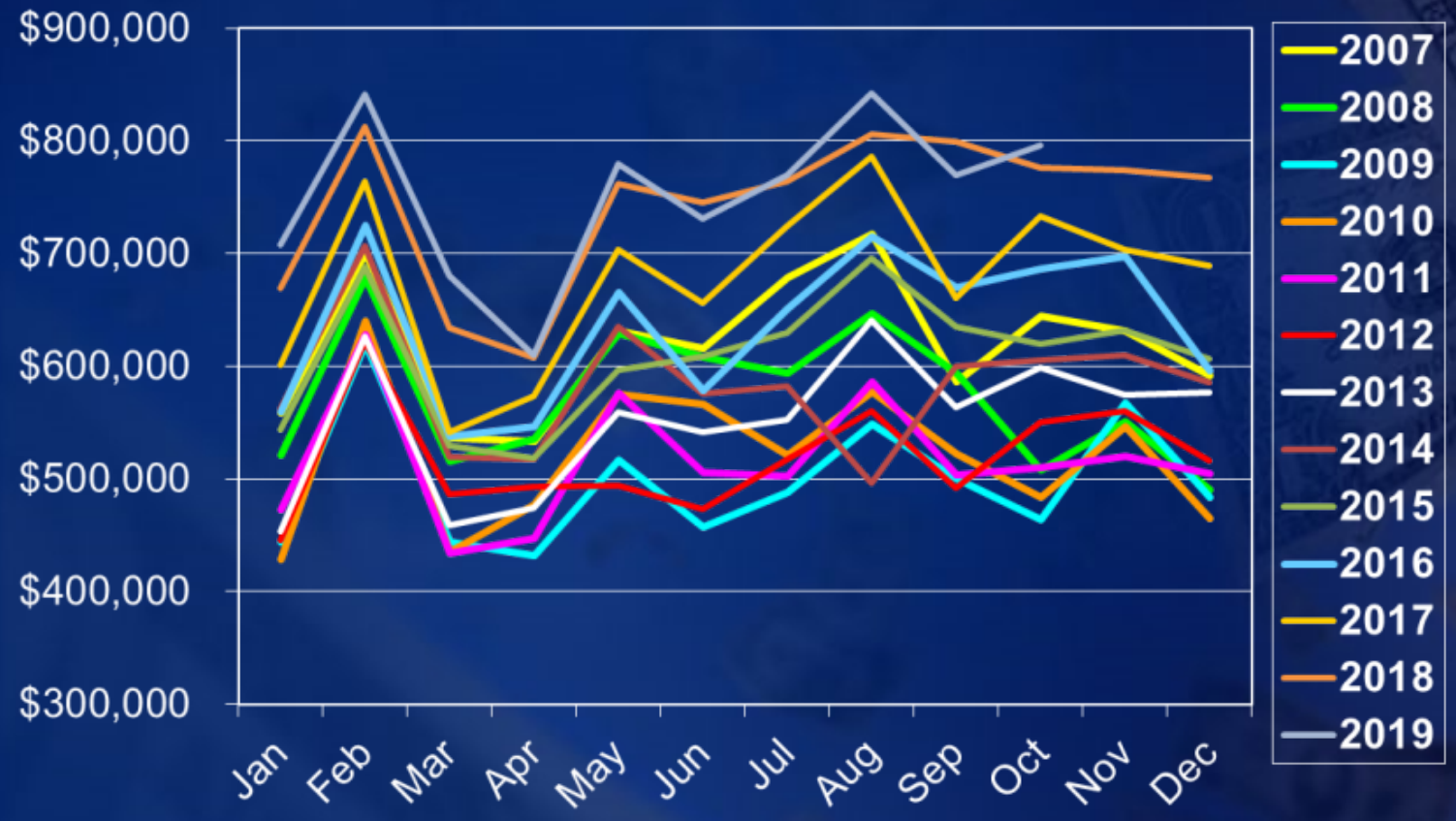
History of Property Taxes
(in 000's)



2019 Budgeted Property Tax = $9,396,000

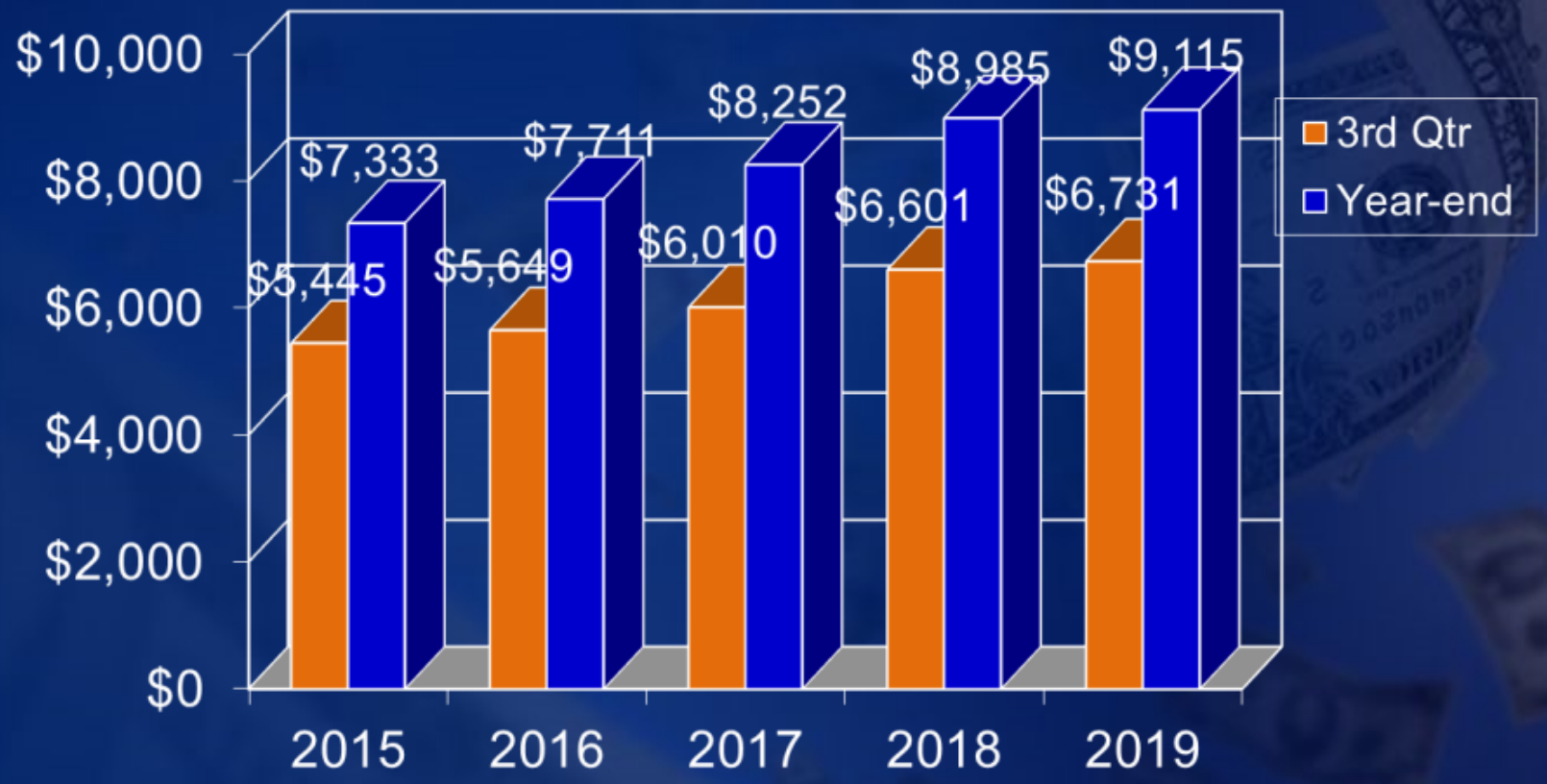
Comment: "As of September 30, 2019 projected property taxes of $9.4 million are up 1.6% over 2018." Property taxes in the amount of $500,000 are dedicated to the Economic Development Fund for the Mint Farm Industrial Park.

2019 Sales Tax by Month



Comment: “2019 sales tax receipts continue to grow at a modest pace.”

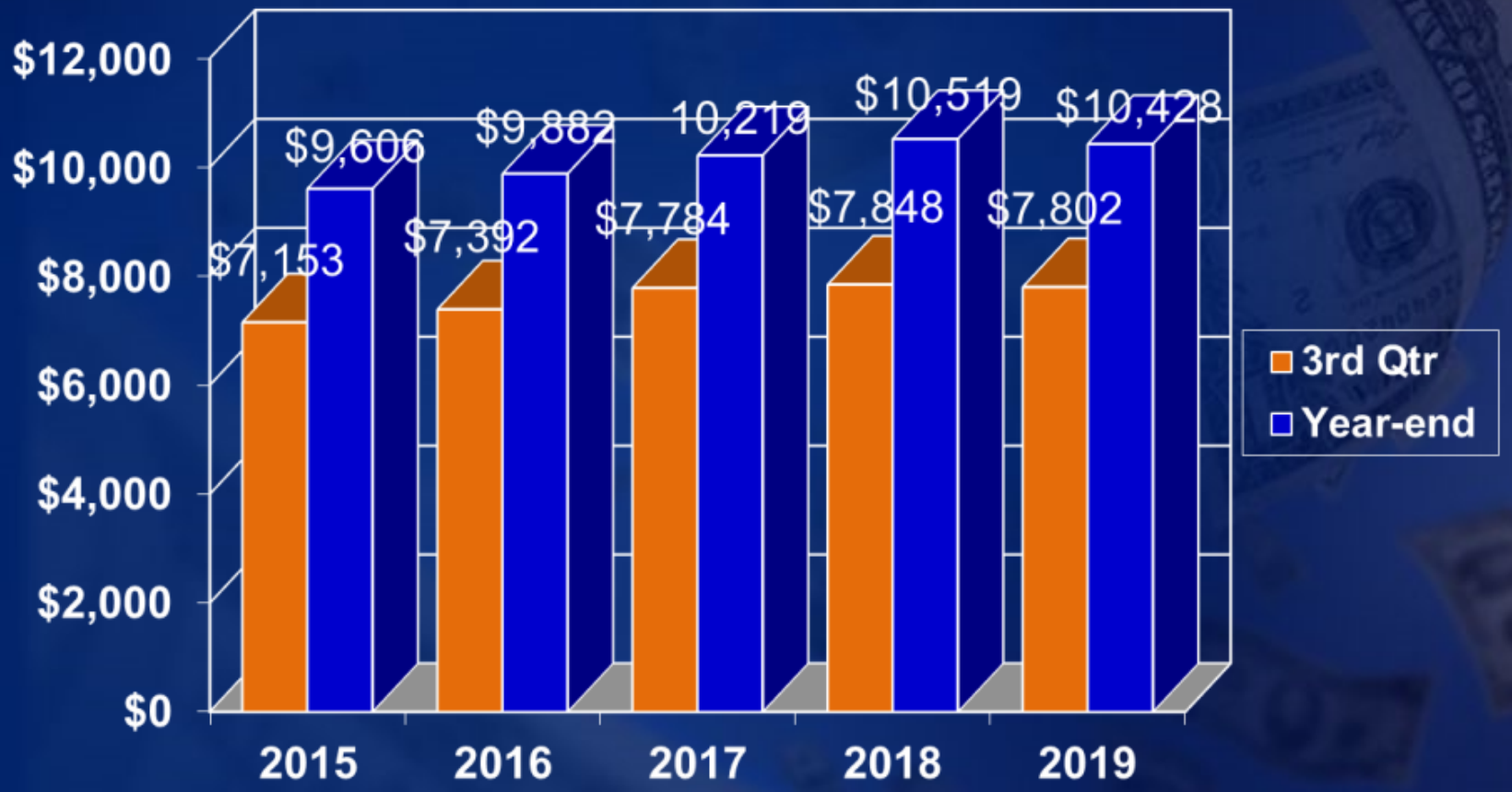
History of Sales Taxes
(in 000's)



2019 Budgeted Sales Tax = $8,843,770

Comment: "As of September 30, 2019, projected 2019 sales tax of $9.12 million is $130k more than 2018 sales tax collections of $8.99m and represents a 1.5% increase."

History of B&O Taxes
(in 000's)

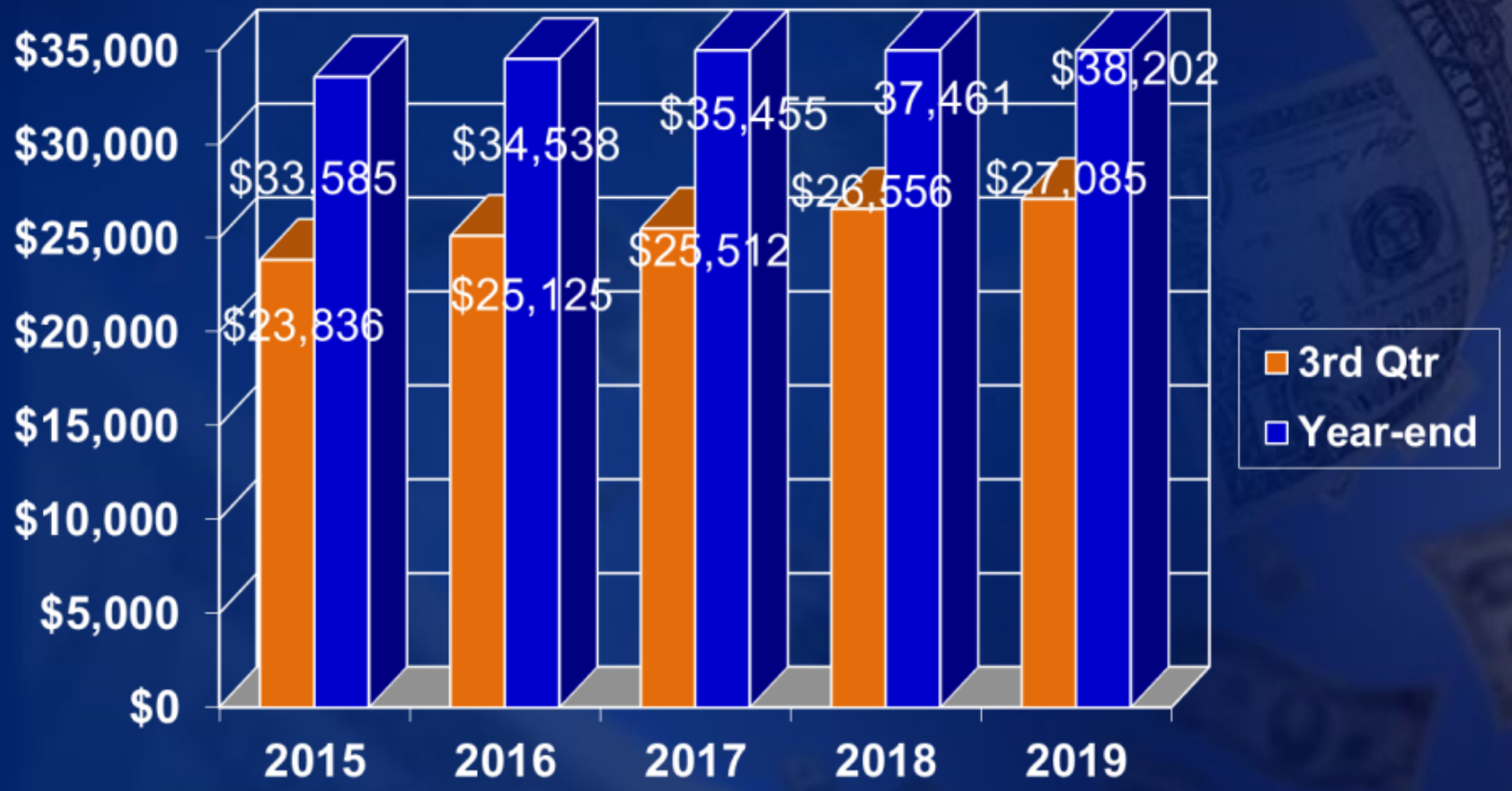


2019 Budgeted B&O Tax = $10,404,670

Comment: "2019 projected B&O taxes of $10.43 million are down $91k from 2018 B&O tax collections of $10.52m and represents a 0.9% decrease."
"Business B&O represents $2.9m of the $10.4 B&O total"

"

General Fund Revenue
(in 000's)



2019 Budgeted Revenue = $37,759,920

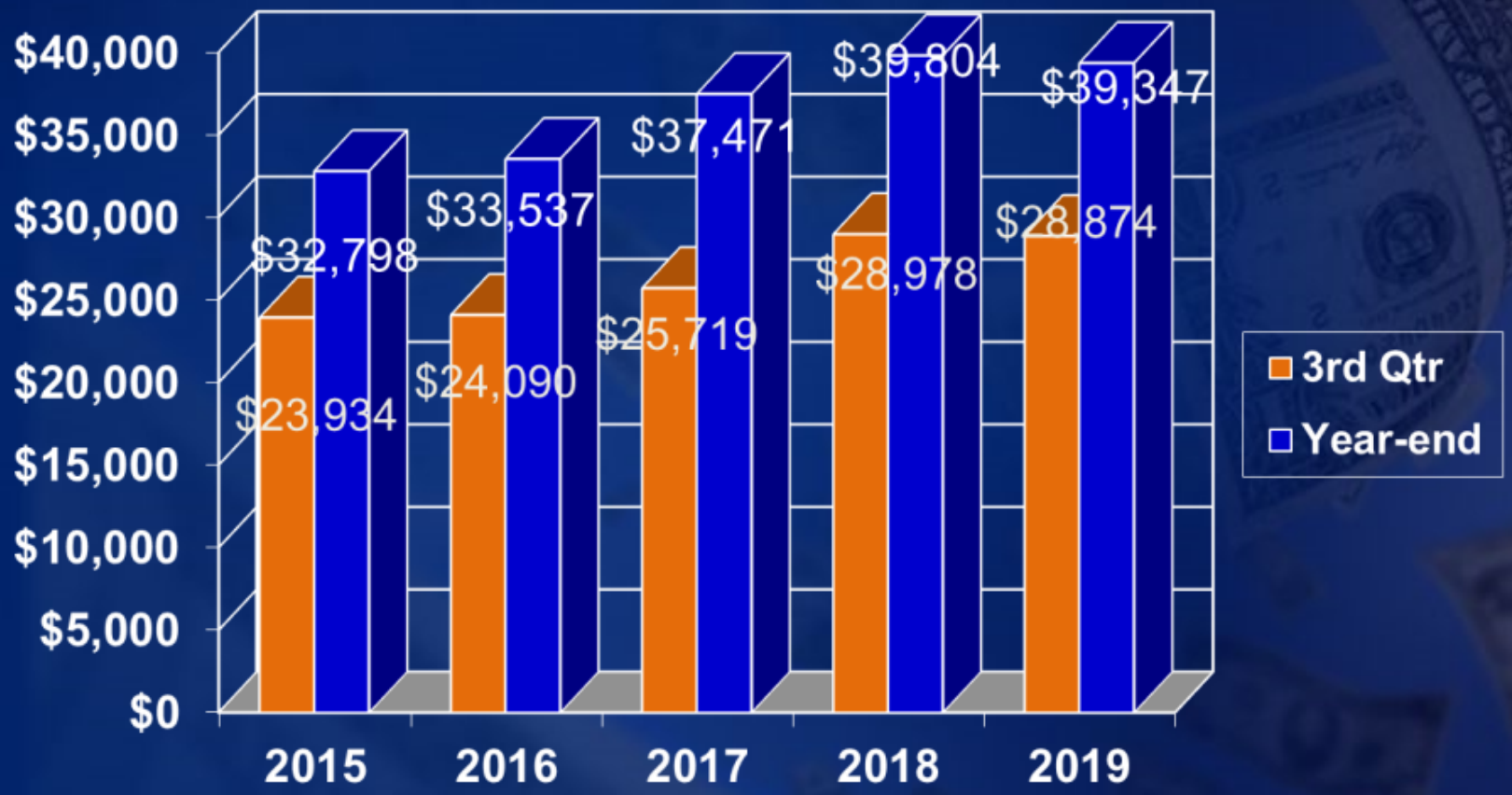
Comment: "2019 General Fund revenue of $38.2m represents an increase of $741k or 2.0% more than 2018 revenue of $37.5m."

2019 General Fund Revenue

Revenue:	Budget	Projected
Taxes	$29,382,730	$29,679,850
Licenses & Permits	997,200	836,120
Intergovernmental	2,557,310	2,726,489
Charges for Services	3,474,930	3,380,563
Fines & Forfeits	436,500	541,271
Miscellaneous	381,750	507,447
Other Proceeds/Transfers	529,500	530,345
Total Revenue	$37,759,920	$38,202,085

Comment: "Projected taxes, intergovernmental, fines & forfeits, miscellaneous and other revenues are ahead of 2019 budget. Licenses and permits and charges for services are trending below budget."

General Fund Expenditures
(in 000's)



2019 Budgeted Expenditures = $39,859,590

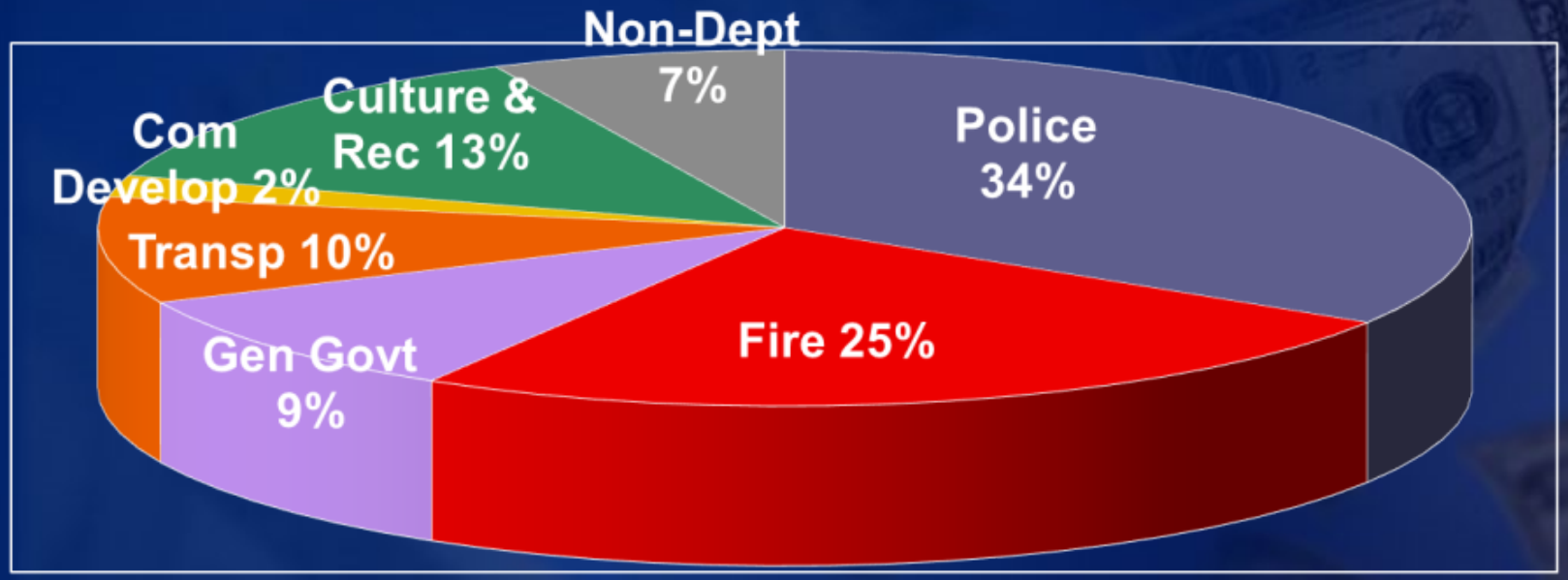
Comment: "Projected 2019 General Fund expenditures of $39.3m are 1.1% below 2018 expenditures of $39.8m."

2019 General Fund Expenditures

Object:	Budget	2019 Projected
Salaries/Benefits	$27,674,840	$27,013,748
Supplies/Services	10,620,210	10,662,913
Capital Outlay	62,220	148,121
Debt Service/Transfers	1,502,320	1,522,165
Total Expenses	$39,859,590	$39,346,947

Comment: "Projected 2019 expenditures are $513k less than budget and represent 98.7% of budgeted expenditures."

2019 General Fund Expenditures



2019 General Fund Projected Expenditures = $39,346,947

2019 General Fund Overview

	2019 Budget	2019 Projection
Beg Fund Balance	$9,896	$11,709
Revenue	$37,760	$38,202
Total Revenue	$37,760	$38,202
Expenditures	$39,860	$39,347
Total Expenditures	$39,860	$39,347
Beg Cash Required	($2,100)	($1,145)
End Fund Balance	$7,796	$10,564
% of End Fund Bal	19.6%	26.8%
Note: Fund balance excludes $1.1m GEMT revenue held in reserve		

2019 General Fund Budget

Looking ahead, the 2019 year-end General Fund balance is projected to be in Budget Prioritization - Stage 2 whereby, expenditures exceed revenues and ending fund balance is greater than 15%.

(In this scenario Council provides for a basic status quo budget where all core services and non-mandated programs are maintained through existing revenues and the use of reserves).

General Fund Forecast
2020 - 2024

General Fund Forecast 2020 – 2024

Revenue-
2020-24 {2.5%-4%}

Expenditure-
2020-24 {3.0%-4%}

2020-24 General Fund Forecast

(000's)	2020	2021	2022	2023	2024
Beg Fund Balance	$11,417	$9,878	$8,097	$6,061	$3,747
Revenues	$39,230	$40,211	$41,216	$42,452	$43,938
Expenditures	$40,769	$41,992	$43,252	$44,766	$46,556
Beg Cash Required	($1,539)	($1,781)	($2,036)	($2,314)	($2,618)
End Fund Balance	$9,878	$8,097	$6,061	$3,747	$1,129
End Fund Balance %	24.2%	19.3%	14.0%	8.4%	2.4%

2019 Q3 General Fund Financial Review

The end.