

1. Creative Portland Corporation Agenda

Documents: [12.05.12 AGENDA.PDF](#)

2. Creative Portland Corporation Packet

Documents: [CPC120512PACKET.PDF](#)

CITY OF PORTLAND, MAINE
Notice of Meeting

Creative Portland Corporation

DATE: 12/5/2012

TIME: 3:30 PM

LOCATION: Basement Conference Room, #24
Portland City Hall

AGENDA

1. President's comments
2. Review and accept minutes from Board meeting of October 3, 2012.
3. Executive Director's Report – Jennifer Hutchins
4. Set Date for Annual Meeting of Corporator (Portland City Council) as Monday, December 17, 2012, and forward it the attached FY2012 Annual Report of Creative Portland.
5. Guest Presentation: Portland Community Chamber Perspective on Challenging Behaviors on Portland City Streets (Chris O'Neil)
6. Review: 2013 Planning Process – Hutchins, Graham
7. Discuss: Supporting Effort to Close Portions of Congress St. during the Art Walk
8. Update: City Agreement/Finances – Tom Blackburn
9. Other business
10. Next full Board meeting – February 6, 2013

Andrew Graham
Board President



Creative Portland – Board of Directors Meeting
Wednesday, December 5, 2012
3:30 to 5:00 p.m., Basement Conference Room #24
Portland City Hall

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MINUTES

CREATIVE PORTLAND

OCTOBER 3, 2012 MEETING

A meeting of the Board of Directors of Creative Portland was held on Wednesday, October 3, 2012 at 3:30 p.m. in Room 24, Basement Conference Room of Portland City Hall.

Present from the Board were: Peter Bass, Tom Blackburn, Zeke Callanan, Christopher Campbell, Patrick Costin, Arthur Fink, Andrew Graham, Alex Jaegerman, Alice Kornhauser, Kristen Levesque, Jessica Lipton, Councilor David Marshall, Nat May, Kathleen McKeen, Greg Mitchell, Genie O'Brien, and David Wade.

Board Directors not present: Penny Harris, Valarie Lamont, and Marty Pottenger.

Also present was Creative Portland (CP) Executive Director Jennifer Hutchins and City staff Lori Paulette.

Item #1: President's Comments

President Graham noted that this is the last Board meeting for Directors Christopher Campbell and Nat May. He thanked them for their service on the Board and to help make CP what it is today, with both noting that they will continue to look forward to working with the Board in some fashion in the future.

Item #2: Review and accept minutes from Board meeting of August 1, 2012.

Ms. Paulette noted that for Item 3, first paragraph, there should be added the name Penny Harris.

On motion made and seconded, the Board then accepted the minutes as amended.

Item #3: Governance: Nominate Tim Honey; Review nominations process – Kathleen McKeen

Ms. McKeen said that the Executive Committee (EC) formed a sub-committee of President Graham, Ms. Lipton, Ms. Hutchins, and herself for Board Director appointment recommendations to the EC. Its first recommendation was to nominate Tim Honey for appointment to the Board, who is present today. He has a vast amount of experience that should be helpful in moving the forward the mission of CP.

On motion then made and seconded, the Board voted unanimously to appoint Tim Honey to the Board with an expiration date of 11/30/15.

Ms. McKeen said that this will leave two seats for the Board to fill, which is not necessary to be done immediately. Criteria for potential Board Directors will be emailed to Board members, and members can then propose nominations to the sub-committee.

President Graham said that the Executive Committee will be putting together the criteria for potential Board members, which can fluctuate based on the needs of the Board at any given time.

Ms. O'Brien asked if there were still categories of Board Directors, i.e., creative organization, creative enterprise, etc., and President Graham said that as of the merger, these categories were taken out of the Bylaws and there are no more categories.

Ms. McKeen said that the sub-committee would then take its recommendations to the Executive Committee. At that point, the Executive Committee would report back at a full Board meeting those who it recommends nominating, which may be done in executive session. At the following full Board meeting, the Board would then vote on appointments.

On motion then made and seconded, the Board voted unanimously on the process just described for appointments of Directors to the Board.

Item #5: Creative Space Proposal

Mr. Blackburn said that the Board should have received via email the Creative Space proposal, attached to these Minutes. This is a proposal for affordable space for artists. One idea for this is conservation easements on property to preserve artists working studio space, in the same fashion as conservation easements retain natural/open space. This would require a new City ordinance and support; further discussion is needed to determine if this is something that could be done or not.

Mr. Blackburn said that the proposal also calls for the creation of a new non-profit called "Creative Space" (CS) with a mission to preserve what we have and create additional space for the creative economy. The artist survey will be done in the next month, which would give information on the need and a basis for moving forward.

Mr. Blackburn said that a next step would be the formation of a sub-committee to begin discussions on the relationship between the new non-profit and CP. It would also take a look at a number of properties to consider for affordable space, and what funding would be needed for renovation/purchasing, and discussing the role of CS being a resource for landlords.

President Graham said that he has concerns about gentrification in the arts district. A while back, CP was in discussions/negotiations to purchase space on Congress Street for this purpose but was unsuccessful. With a successful/renovated Eastland Hotel, there will be more pressure in the arts district to retain lower rents, thus causing more artists to move elsewhere. He thanked Mr. Blackburn for taking on this project and sees the CP as a sister organization to CS.

Mr. Blackburn said that fund raising is now going on, and he hoped to obtain a grant writer.

Ms. O'Brien noted that the Boston Redevelopment Authority has a program whereby should an artist move out of a space, that space is reserved for the next artist. The website is: www.bostonredevelopmentauthority.org/econdev/artists.asp There is more performance space now so the individual artist feels the impact. She too thanked Mr. Blackburn for taking on this project.

Mr. Jaegerman said that the regulatory approach may not work, that is with conservation easements, but this can be further vetted. The CS project is a big challenge but worthwhile to continue to explore.

Ms. McKeen agreed, noting that there should always be a connection between CP and CS. There is a lot of real estate that could be creative space and she volunteered to be on the subcommittee.

Mr. Mitchell said that creating a non-profit is a big task and this needs to be strategically considered, including identifying an anchor tenant.

The Board discussed this further, noting that the downtown area needs work to make it more pedestrian friendly and appealing.

On motion made and seconded, the Board voted unanimously in support of moving forward with the CS project.

Item #6: Finances – Tom Blackburn

Mr. Blackburn said that the movement of finance responsibility from the City to CP is in process, with CP having on-call, an experienced non-profit accountant.

Item #7: Creative Conversations: "What can/should be Creative Portland's role in important community issues like the impact of homelessness in the Arts District? How can/should we have a positive impact?"

President Graham put this on the agenda for discussion purposes. There is a homeless issue in the downtown and arts district, together with public intoxication and harassment. He questioned the Board whether this should be a topic at a Creative Conversations event about how people act and what is acceptable/non-acceptable behavior; it is difficult to change. There is a Homeless Task Force meeting tonight with public comment taken.

Ms. Lipton said that this behavior is pertinent to the downtown. Although there is the homeless issue, there are other issues including alcoholism and low income. Perhaps a conversation, or two, with various building managers, landlords, and shop owners could provide some positive direction for dealing with the issues. Ms. Lipton said that the downtown could also use some color, noting that the Old Port area was colorful and inviting.

Mr. Fink said Coffee by Design (CBD) on India Street is next to the Milestone Foundation, which provides emergency shelter, detoxification, and extended care to chronic substance abusers. CBD has a good working relationship with that facility; perhaps CBD should be invited to a conversation.

Councilor Marshall said that the Homeless Task Force will discuss these quality of life issues. That is a perfect venue for these discussions.

Mr. Blackburn said that the Task Force work is basically done with a report and strategies. Portland has the 4th highest homeless rate in the U.S.; 70% are homeless for three weeks or less; 29% have been homeless for years with mental health and substance abuse issues.

(Directors Councilor Marshall and Mr. Mitchell had to leave the meeting at this time.)

Mr. Wade suggested that CP first wait for recommendations that come from the Task Force or participate in the discussions. He then noted a need to bring up the level of leisure and night life in the downtown.

The Board further discussed the issues, highlighting:

- finding artists among the homeless;
- creating a "courtesy team";
- increasing downtown's vibrancy/colors/banners to make it more exciting;
- increasing lighting – particularly at night and in doorways;
- increase safety on Congress Street;
- foot patrols have made improvements, but improvements are still needed;
- encourage community/neighborhood conversation about the issue to take ownership of the issue and creative ways to assist in resolution;
- it is an economic development issue, with urban design at the heart of it;
- conduct a series of Creative Conversations about the issues – urban design, bad behavior, lighting, safety, etc.;
- connections made with social organizations;
- CP is a stakeholder in the downtown and arts district, particularly for its economic development – that would be the lead issue for CP, not necessarily the homeless issue.

Regarding the last bullet, there was consensus that CP is a stakeholder, and that further discussion needs to take place as to how to create safety and vibrancy. A suggestion was to have Mark Swan's perspective about where and what the City is doing, as well as an update from the HOME team.

President Graham said that he will arrange to have those knowledgeable in this field talk with the Board, and thanked everyone for their feedback.

There being no further business, the meeting was then adjourned at approximately 5:10 p.m.

Respectfully, Lori Paulette

CREATIVE SPACE

Executive Summary

According to *Creative Placemaking*, a white paper written for the Mayors' Institute on City Design, "In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business visibility and public safety, and brings a diverse people together to celebrate, inspire, and be inspired.

"In turn, these creative locales foster entrepreneurs and cultural industries that generate jobs and income, spin off new products and services, and attract and retain unrelated businesses and skilled workers. . . .

"Instead of a single arts center or a cluster of large arts and cultural institutions, contemporary creative placemaking envisions a more decentralized portfolio of spaces acting as creative crucibles."

It is important to examine the core of the creative class that is the foundation of the Creative Economy. This includes "people in science and engineering, architecture and design, education, arts, music, and entertainment, whose economic function is to create new ideas, new technologies and/or new creative content. Around the core, the creative class is surrounded by a broader group of creative professionals in business and finance, law, healthcare, and related fields." (Richard Florida, *The Rise of the Creative Class*, 2002.) These are the individuals Portland seeks to attract to fulfill the ambitions of its recently adopted Economic Development Plan.

An integral part of any effort to enhance and facilitate the Creative Economy is to ensure the availability of space for living, working, and recreating. Richard Florida, in his landmark book *The Rise of the Creative Class*, identified space and infrastructure as key to the success of the Creative Economy. In 2005 Governor Baldacci convened The Creative Economy in Maine, a statewide summit on the impacts of these essential needs, which cited gentrification and the erosion of space as major threats to the continued viability of the Creative Economy. Portland's own Creative Economy Summit, convened by Mayor James Cohen in 2008, also concluded that the lack of space was a critical barrier to the long-term success of the Creative Economy. The Creative Economy Steering Committee, formed to develop strategies for consideration by the City Council, concluded that the availability of space was a critical issue for Portland. In fact, the Space subcommittee of the CESC conducted a survey whose respondents overwhelming identified space as one of the most important concerns of the arts community.

In forming the Creative Portland Corporation, the City Council implicitly charged it with ensuring the availability of creative space:

The Corporation is organized and shall be operated on a nonprofit basis to receive donations, grants, and contributions in support of the City of Portland's economic development efforts by strengthening, stimulating, and supporting Portland's creative industries, enterprises, and workforce, with specific regard for artists and cultural institutions who are critical assets to the city's identity, economy, and community.

Portland's Economic Development Plan, adopted by the City Council in 2010, charges Creative Portland with attracting new creatives to Portland.

Entrepreneurs building creative enterprises are attracted to cities, like Portland, Maine, that have the magnetic qualities of a vibrant and well-known creative spirit and a rich physical, social, and cultural environment. Therefore, to foster the growth of creative enterprises first requires maintaining and enhancing the presence of arts and cultural organizations and individual artists, and the protection and enhancement of the community cultural, environmental, architectural, and natural assets.

In response to this challenge, Creative Portland's initiative in bringing, within the next 10 years, 10,000 new workers, creatives, and entrepreneurs to Portland will enhance the Creative Economy by populating these emerging industries with needed workers and thinkers. However, this influx will also increase the demand for space. Construction plans by Avesta Housing and the Federated Companies, as well as other developers, appear to address the housing concern, but providing different varieties of creative space is far more challenging. Needed space includes:

- Studio/work space for artists and other members of Portland's Creative Economy.
- Incubator space—low-cost space available for a limited time to allow creative individuals and organizations to develop a solid foundation for their businesses.
- Entrepreneurial space, needed by those who have matriculated out of incubator space and would benefit from affordable space to continue their projects/businesses.
- Performance space, for which there seems to be a continuing need as small theater groups develop and prosper.
- Rehearsal space—low-cost space for rehearsing theatrical, dance, and musical performances.
- Live/work space to enable creatives to live in close proximity to their work
- Display space, where artists, crafters, and others can show and market their art in a less-traditional venue.

- Support and Administrative space with common amenities to lower the overall cost of operations for use by arts organizations as well as by groups working with creatives to help ensure their success.

Timing is critical, and the gradually improving economy presents us with many opportunities to address the issues associated with retaining and developing creative space. Property prices are starting to trend upwards, and we may soon see more robust growth resulting not only from general economic conditions but also from Portland's growing Creative Economy.

Vacancy rates are declining as the economy improves, and the pricing for Class B and Class C space is competitive. Currently there is a shortage of almost all categories of space. The closing of Lucid Stage means that groups using this venue must find other performance space. Portland Ballet needs a small space for set storage. The Maine Academy of Modern Music needs low-cost rehearsal space. There are a number of other needs that must also be met.

While some of the properties currently available would satisfy a portion of those needs, they require renovations of one kind or another to meet the requirements of an arts-based business. On the other hand, some of the available buildings already meet these requirements. However, if any of these buildings are sold or repurposed it will have a significant impact on the viability of Portland's Creative Economy. Therefore, it is essential that strategies for acquiring the properties and for establishing easements or other legal methods for long-term control be instituted to preserve what we have and to maintain the momentum of Portland's Creative Economy.

Additionally, there are other potential sites that need money for renovations or to be repurposed. Some are city-owned, such as the General Store portion of the 5-acre Public Services site on Hanover Street, but others are owned by private parties or by nonprofits. Another large property is owned by the federal government.

Proposal for a New Nonprofit Organization

Retaining and developing creative space are critical to the success of the Creative Economy. Both will require concentrated effort. One such effort could take the form of a new nonprofit to be called "**Creative Space**," which will focus on developing new space and on retaining existing space by acquiring buildings or rights of first refusal as well as by employing strategies similar to conservation easements to retain portions of buildings that currently house creative space.

The mission of Creative Space will be:

To foster the Creative Economy in Portland by preserving existing creative space that we are in danger of losing through attrition or gentrification and by increasing the stock of creative space to meet artists' and other creatives' burgeoning needs.

Creative Space will work in concert with Creative Portland, each of which will support the efforts of the other. Creative Space will hopefully become a source of income to Creative Portland to fund its various initiatives.

As can be anticipated, the resources needed to create, preserve, or conserve creative space through acquisitions and easements or long-term leases will be substantial and must come from large donors or foundations. Therefore a grant writer will be needed to explore likely funding sources.

Creative Space will utilize many strategies to accomplish its objectives.

- Examine the CP Critical Insights artist/creative survey to assess the space needs of artists, creatives, creative organizations, and other relevant entities.
- Prepare an inventory of existing creative space assets.
- Match the inventory with needs to determine the extent of unmet needs.
- Explore strategies for addressing unmet needs.
- Establish relationships with property owners, whether nonprofit or private, to help satisfy their space needs.
- Help property owners develop their space to meet current and future needs.
- Acquire property rights to ensure that existing assets are maintained and preserved through conservation easements, long-term leases, rights of first refusal, options to purchase, and acquisitions.
- Develop new space through acquisition and adaptive reuse.
- Use local professionals to assist in design and planning.
- Act as a resource for real estate professionals in helping their clients reduce vacancies.
- Create a clearinghouse to match listings of available and needed space.
- Create a team to manage or help manage properties.
- Offer consulting services to help other nonprofits satisfy their needs for space.
- Identify tax-credit options to help satisfy resource needs.

- Offer grant-writing services to help property owners finance renovations that meet the specific requirements of creative space.
- Develop a database of funding sources.

The management of Creative Space will consist of a Board of interested local parties and an Executive Director. Once the organization gains a critical mass, staff will be added as needed.

CP Executive Director Report: December 2012

ADMINISTRATION: Our bookkeeper continues to merge CP's accounting systems and we continue to work toward a transition from the City on January 1, 2013. I have hired Edwige Charlot, a MECA graduate, as our program assistant. She generally works T-Th, 20 hours per week.

We will be moving our office to the co-working space Think Tank at 110 Exchange Street (Third Floor), and start working from there this month with a full transition out of PDD by January. Please join me in thanking PDD for their generous support of PACA and CP over the years with an exceptional rental agreement.

PLANNING/FUNDRAISING: In January, CP will start our planning process with a community workshop opportunity that will be open to the public. Budgeting and fundraising plans will be considered in conjunction with the programming process. Our fund strategy group is meeting this month. I will present a fundraising plan for the second half of FY13 (Jan – June 2013) to the Executive Committee at their next meeting on December 27.

2 DEGREES PORTLAND: We held another successful 2 Degrees event at Mayo Street Arts in November. Over 50 people attended and heard a brief presentation by UMaine Law professor Sarah Schindler who was an organizer of PARK(ing) Day in Portland on September 21. This is an annual worldwide event where artists, designers and citizens transform metered parking spots into temporary public parks.

We are working with PROPEL and Greendrinks to co-produce a mega-mixer for sometime next Spring.

WEBSITE 2.0: We will be launching CreativePortland.com in a few weeks. Stay closed tuned.

CRITICAL INSIGHTS SURVEY: We are in the draft phase of this project and are working to secure email addresses from appropriate cultural organizations. **If you have any connections to organizations that might be willing to offer their mailing lists (the data would be kept confidential by Critical Insights and not shared with anyone), please let me know.**

CP METRICS: We have reviewed the first round of data sets from Camoin Associates. We anticipate sharing revised results in January.

CREATIVE COMMUNITIES EXCHANGE (June 2013 with NEFA): Planning continues for this event. **Any recommendations on possible event sponsors are very welcome. We also will need 6-8 volunteers to help during the event itself, so please save those dates in your calendar, and let me know if you can plan to help either one or both days.** (I think there's a free t-shirt in it for you.) Also, please encourage any groups that you know who are working on "creative economy" type efforts in their New England communities to apply to be a presenter at the conference. Applications are due in January.

STREET ARTIST TASK FORCE: This task force continues to work with City staff to develop a set of recommendations for regulating street artists. We hope to finalize recommendations for the Health and Public Safety Committee chaired by Councilor Suslovic by the end of the year.

ASSETS FOR ARTISTS: Mass MOCA received about 30 applications for 10 slots and are currently reviewing them. We plan to start the training part of the program in early 2013.

PROFESSIONAL DEVELOPMENT SERIES: We have held two programs in October and November. Our third will be “Tax Essentials for Artists” on Wed Dec 12 at 6:00 in Osher Hall at MECA. Our attendance is averaging about 45 with an even mix of MECA community members and general public. Edwige will supply monthly reports to the board on attendance and evaluation results.

MAINE ARTS COMMISSION – PORTLAND VISIT: CP is welcoming the Maine Arts Commission on **Tuesday, January 22 at 4:00 at Portland Stage Company** for their inaugural visit in a statewide listening tour where we will have a chance to hear from the new director Julie Richard and learn about recent changes to the grant guidelines. They asked us to inquire with Portland arts orgs about topics that may be of particular interest for the Commission to address. Please let me know if you have any ideas.

OPENING DOORS FOR NEW MAINERS: I am working with new board member Tim Honey on a proposal to GPCOG for an employer network that proactively promotes and prepares for the influx of residents arriving from other countries, many of whom are highly qualified professionals with transferable skills.

BOARD OF DIRECTORS

CREATIVE PORTLAND CORPORATION BOARD OF DIRECTORS FISCAL YEAR 2012 ANNUAL REPORT

This Annual Report is submitted to the City Council as Corporator of the Creative Portland (CP) by its Board of Directors, members highlighted on this letterhead. This is the third Annual Report submitted, as the CP just ended its third fiscal year of operations.

The CP Board would like to thank the Portland City Council for allotting TIF funds for its third year of operations in the amount of \$30,000 from the Creative Portland Development and Arts TIF District. With this funding start, the CP was able to leverage this funding through its fund-raising campaign which resulted in \$51,450 in cash donations, and another \$10,000 in in-kind donations.

The CP Board would also like to thank the Portland Development Corporation for their support and matched grants amounting to \$59,585 – to be utilized during FY13, and the City of Portland’s Community Development Block Grant panel for awarding a \$24,500 grant to Creative Portland in 2012, again for utilization during FY13. These grants, because of utilization in FY13, are not included in the financial report at the end of this document.

During its third year of operations, CP and its various partners accomplished the following:

1. Merger with Portland Arts and Cultural Alliance (PACA)

Throughout FY12, Creative Portland and PACA worked on a complete financial and administrative merger and, in July 2012, began operations as one organization with one board consisting of up to 21 members—10 of the board members are appointed by Portland City Council, 11 are appointed by the board itself. Portland City Council accepted changes to Creative Portland’s by-laws to reflect this new organization and transferred the designation of the City’s official local arts agency from PACA to Creative Portland.

2. First Friday Art Walk

Creative Portland is the steward of the wildly successful First Friday Art Walk, which was founded over 12 years ago and transferred to PACA in 2005. Creative Portland manages a website for participating venues to list for free and distributes a free monthly guide for venues and visitors.

This event has grown into a signature event for Portland, is the largest free monthly art event in Maine, and a planned destination for people from around the region (and as far away as Montreal). The Portland Museum of Art and the Maine College of Art regularly count thousands of visitors to their venues each Art Walk and over 65 venues participate—not to mention the street artists and spontaneous performances. Using the metric captured in the AFTA survey for FY11 (details below), **we estimate that Art Walk attendees spend close to \$1 million in restaurants and shops in downtown Portland every year.**

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Executive Director

BOARD OF DIRECTORS

3. Creative Community Exchange 2013

In December 2011, Portland was selected through a competitive process to be the site for the New England Foundation for the Arts' third biennial Creative Communities Exchange. Creative Portland is partnering with NEFA to bring 250 civic, community and cultural leaders and practitioners from around New England to discuss best practices for growing cultural creative economies. Over two days in June 2013, attendees will attend sessions in the heart of the Arts District (Maine College of Art, Portland Stage Company, Space Gallery, the Salt Institute and the Community Television Network), culminating with the June 2013 Art Walk.

4. Civic Engagement/Participation

To promote communication and coordination with related organizations, Creative Portland's executive director sits on the Greater Portland Economic Development Corporation (GPEDC)'s executive committee as chair of the Attraction and Branding Committee. She also serves on the board of the Greater Portland Convention and Visitors Bureau. Both she and CP's board president serve on the Portland Chamber's economic development and policy committees, respectively.

An example of the benefits of these connections is the "Why Portland" project, a series of 6 videos featuring business owners in the Portland region who specifically chose to establish their businesses here. Using the same team who produced the audiovisual profiles on the LiveWorkPortland website, the Portland Regional Chamber, GPEDC, and the City of Portland contributed funds to this project and are now featuring them on their websites.

5. City Economic Development Plan Participation

Creative Portland continued to lead one of the three core areas of the City of Portland's Economic Development Plan, **Enrich the Creative Economy**, and successfully raised money from additional sources to pursue specific strategies supporting the plan. CP's president and executive director joined Mayor Brennan's economic development task force that meets monthly to discuss progress on the plan.

The plan states: "recognize and utilize the Creative Portland Corporation ("Creative Portland") as the lead organization to drive strategies and implementation for Portland's creative economy efforts", and tasks Creative Portland with leading a task force to create a brand identity for Portland, developing a web and social media plan on a national level, create incentives to attract and retain artists and entrepreneurs for development of live/work residences or common workspace and housing, develop creative financing mechanisms to help support major new, expanded, or rehabilitated cultural facilities, and propose revisions to the creative economy revolving loan fund.

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6. Portland Branding Initiative

As prescribed by Economic Development Plan, CP continued to lead an initiative with the Portland Regional Chamber, Portland Downtown District, the City's Economic Development Department and the Greater Portland Convention and Visitors Bureau to develop a formal brand/icon for the City. Once complete, CP will lead the effort to develop a roll-out and promote the plan for this brand. Not designed to supplant the specific targeted marketing efforts, companies and organizations will be encouraged to integrate this overarching icon (akin to "Virginia is for Lovers" or Austin's music brand) into their marketing programs, in order to build more formally upon the emerging identity Portland is becoming known for.

7. 2 Degrees Portland program

Creative Portland raised funds to professionalize and continue the 2 Degrees Portland program, a referral and networking service for people who are interested in living and working in the city. The 2 Degrees coordinator receives an average of 20-30 inquiries each month, resulting in over 150 connections in the last year and a half. The majority of people requesting services are women between the ages of 25-44, who have a partner and/or a family.

Feedback from inquiries has been overwhelmingly positive as evidenced by this response from a family moving from Brooklyn, New York: "2 degrees is a fantastic initiative. Keep the good work going and know that you have really done a huge service to [our] family!" The person who volunteered to host them when they visited Portland wrote: "We had a great visit - lovely family! Thank you for connecting me to them! 2 Degrees and Creative Portland are awesome - they were so happy that this was available as a resource. I think it is fantastic!!"

Another person from Davis, California wrote: "Thank you so much for getting back to me so promptly! I'm excited & I want to get going on this, and to be honest, I really think Portland is the place."

The Maine Development Foundation will be featuring this program in an upcoming report on effective economic development programs in the state. Partnerships with other organizations and businesses, like PROPEL, Greendrinks and CIEE, are planned for 2013.

8. Creative Portland Digital Initiatives

This summer and fall, Creative Portland hired the Portland firm Might and Main to design and develop a brand new site: CreativePortland.com. This significant initiative combines five existing sites into one: liveworkportland.org, 2degreesportland, creativeportland.me, firstfridayartwalk.com, and portlandarts.org.

Rich in content and resources for people who are interested in living and working in Portland as well as current members of the cultural creative economy, CreativePortland.com will launch in the next few weeks and be the go-to place for information about the Portland lifestyle and creative scene.

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CreativePortland.com will include an interactive map of the city that will be accessible via mobile devices, pointing people to the venues, businesses, and cultural attractions that appeal to the people Creative Portland is working to attract.

9. Artist Live/Work Space

Retaining affordable space for local artists remains a high priority for Creative Portland. Following up on the two-day site visit by the national group ArtSpace in September 2011, Creative Portland raised funds to conduct a formal survey of artists in the Southern Maine region to evaluate space needs on the Portland peninsula. Creative Portland is working with the Portland firm Critical Insights to conduct a survey of 500 artists later this year.

10. Americans for the Arts Economic Impact Survey

In June of 2012, Creative Portland announced the results of the Americans for the Arts economic impact survey. The nonprofit arts and culture industry generates \$49.1 million in annual economic activity in the City of Portland, supports 1,535 full-time equivalent jobs and generates \$5.7 million in local and state government revenues, according to the *Arts & Economic Prosperity IV* national economic impact study. Americans for the Arts conducted the survey in cities across the country in 2011, making it the most comprehensive economic impact study of the nonprofit arts and culture industry ever conducted in the United States.

According to the study, Portland's nonprofit arts and culture organizations spent \$26.5 million during fiscal year 2010. This spending is far-reaching: organizations pay employees, purchase supplies, contract for services and acquire assets within their community. Those dollars, in turn, generated \$22.6 million in household income for local residents and \$2.9 million in local and state government revenues.

11. Creative Portland Metrics

In keeping with directives of the City's economic development plan, Creative Portland convened a volunteer group of experts to identify a set of metrics to evaluate the city's creative economy including livability factors. Creative Portland then obtained a grant to work with Camoin Associates to gather and analyze baseline statistics. CP expects to release this data in early 2013.

12. NEA Chair Rocco Landesman Visit

In May 2012, Creative Portland was contacted by U.S. Representative Chellie Pingree's office to host a visit by Rocco Landesman, the chair of the National Endowment for the Arts, who was invited to Rockland and Portland by Representative Pingree.

Creative Portland worked with the Representative's office, Maine College of Art, and the Maine Arts Commission to coordinate a two-day site visit, including a panel discussion at Portland Stage Company about municipal initiatives in Biddeford, Portland, and Waterville to support the cultural creative economy. The event was attended by 300 community members. The NEA chair

Jennifer Hutchins
Executive Director

and Rep. Pingree also took a walking tour of the Arts District from Longfellow Square to City Hall and met many directors of the organizations in the Arts District—Portland Museum of Art, Space Gallery, and Portland Ovations, to name just a few.

13. Professional Development Series for Artists

Creative Portland was awarded a grant from the Quimby Family Foundation to launch a professional development series, in partnership with Maine College of Art and the Maine Volunteer Lawyers for the Arts, designed specifically for professional artists. Selected from a survey of artists, topics range from grant-writing and social media to contract law and business start-up basics. Low-cost sessions are held once a month at MECA through September 2013 with regular evaluations provided to attendees, so that the program can be reassessed and future funding can be sought as needed.

14. Assets for Artists with Mass MOCA

Creative Portland was awarded a 2012 CDBG grant from the City of Portland to participate in the Assets for Artists program administered by the Massachusetts Museum of Contemporary Art in North Adams. Portland is the first city in Maine to participate in this program, which is providing 10 low-income artist-entrepreneurs with a matched savings account and free business and financial training and consultation over 2-3 years. The goal is to provide participants with the working capital and skills foundation to run successful independent businesses in Portland. Creative Portland is working with Coastal Enterprises, Inc. on the delivery of training and consultation.

15. Street Artist/Vendor Task Force

Creative Portland's executive director was asked by Councilor Suslovic to chair this task force on developing recommendations for addressing issues related to street artists and vendors in Portland. Recognizing the need for a proactive communications campaign, Creative Portland and Maine College of Art produced, funded, and distributed "A Helpful Guide to Portland's Street Artist Rules and Regulations" (available for free at portlandarts.org). Final recommendations to the Public Safety Committee are expected in coming weeks.

CREATIVE PORTLAND FORMATION HISTORY

The City Council, by Order #92 passed November 17, 2008, authorized the establishment of Creative Portland (CP) as an economic development initiative to support Portland's creative economy. Formation of the Board of Directors was complete, in the Summer of 2009, with City Council appointments to the Board of Directors. City Councilor David Marshall serves as the City Council representative and Greg Mitchell, Portland's Economic Development Director, serves as the City Manager's representative on the CP Board. As noted at the beginning of this Report, the CP Board listing is provided on the CP letterhead for this Annual Report.

BOARD OF DIRECTORS

Peter Bass
Board Member

Thomas Blackburn
Treasurer

Ezekiel Callanan
Board Member

Patrick Costin
Board Member

Arthur Fink
Board Member

Andy Graham
President

Penny Harris
Board Member

Tim Honey
Board Member

Alex Jaegerman
Board Member

Alice Kornhauser
Past President

Valarie Lamont
Board Member

Kristen Levesque
Board Member

Jessica Lipton
Secretary

David Marshall
Ex Officio

Greg Mitchell
Ex Officio

Kathleen McKeen
Vice-President

Eugenia O'Brien
Board Member

Marty Pottenger
Board Member

David Wade
Board Member

Jennifer Hutchins
Executive Director

BOARD OF DIRECTORS

The City Council, by Order #94 passed November 17, 2008, established the Creative Portland Development and Arts Tax Increment Financing (TIF) District, as a ten-year program, to provide annual “seed” financing to support CP operations.

Since start-up of the CP, the Economic Development Division, located in the City Manager’s Office, provides the primary City staff support to the CP Board with City Corporation Counsel providing legal assistance. However, it is noted the CP Board is a “working” board whose members have contributed countless hours to support the CP work plan.

The CP Board met 12 times in FY12, not to mention Board members meeting in various subcommittees.

Peter Bass
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Board Member

David Wade
Board Member

Jennifer Hutchins
Executive Director

Creative Portland

FYE June 30, 2012 Report

Income:

City FY12 TIF Funds	30,000
City FY11 TIF Funds Rollover-Not Spent	330
Donations	
FY11 Rollover	19,197
FY12 Donations	51,450
Total Donations	70,647
Inkind Donations	10,000
Total Cash	100,977

Expenses:

Executive Director	36,036
Website/Creation-Adm-Blogging	8,303
PACA (marketing support)	5,000
CPC Operations	1,258
Portland Economic Dev. Plan/Printing	312
ArtSpace	11,748
2 Degrees Project Coord.	11,000
Americans for the Arts	3,000
CP Brochure/Guide	2,000
Branding	1,312
Total Expenses	79,968

Income Carried Over to FY13:	21,009
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Good evening, Mayor and members of the Council. My name is Chris O'Neill, representing the Portland Community Chamber, a local non-profit comprised of over 600 employers with about 30,000 Portland employees.

We thank the Task Force members for the good work they have done. We especially thank former Councilor Waxman, who has led us to this exciting moment, for her tireless dedication to human rights, dignity, and community.

Thanks to the miracles of email, there appears to be some confusion about where we stand. We support most of the recommendations of the Task Force, as they are thoughtful and worth implementing. After a long period of research and discussion, last week we submitted our comments to you. That is a public document, and it has been broadly received as fair and thoughtful. Based on a few emails I received this morning, in some quarters our comments have been characterized as *opposing the report*, and *mean spirited*. But those of you who have read our document know its comments are neither.

In general, the Chamber's concerns are not only limited to the considerable challenges of homelessness, as about the over-arching "Clean & Safe" environment of the city. Homelessness is one component thereof, and it influences that environment.

We believe that the City should use this report to delve into the issues and to act with caution in any expansion of services. We note this because we believe that homelessness is an issue that is much larger than a few blocks of downtown Portland, and that actions we take can have unanticipated consequences. We urge you to tackle this issue regionally, just as you have other regional issues, from regional economic development to our regional crime lab.

The Chamber does want the community to both be aware of - and to seek proactive solutions to - the fact that Portland has become an attractive destination for large numbers of unfortunate people in need of help. It is not that Portland spends more lavishly than its peers on homeless accommodations. It is not so much the anecdotes about one-way bus tickets. No, it is the charts we sent you that bear out this fact. We would like not to exacerbate that situation, but we do not ask for so-called "residency requirements." Such prerequisites, of course, are at best impractical and at worst inhumane:

Impractical -- a homeless person's residency is literally the ground beneath their feet. Inhumane -- nobody can be denied food, shelter, or healthcare based on their last known address.

Please let me add that we have respect and gratitude for the good work that is done by our shelters and other service providers. Their passion for their mission is clear and impressive. It is unquestionably a bedrock tenet of our civilized society that we collectively care for our fellow citizens who cannot individually care for themselves. We seek to avoid the divisions that sometimes crop up over these issues, and we hope that all options are fully considered.

Tonight's acceptance of the Task Force Report is a good start. We look forward to working with the Committees, the various stakeholders, and our members as we address the tribulation that we all see on the streets every day.

Portland Community Chamber Comment to City Council on Homelessness Task Force Report 11/19/12

Recognizing the stresses that homelessness can place on the community, in November, 2011 the Portland City Council formed the "Task Force to Develop a Strategic Plan to Prevent & End Homelessness in Portland."

The Task Force recently completed its work, and its Draft Report¹ is due to be delivered to the City Council on November 18. A summary of the Draft Report is below in Appendix B. The Portland Community Chamber welcomes the opportunity to submit comments.

Cities everywhere are dealing with challenges arising from persons who are homeless, whether indigent, vagrant, or transient and whether healthy or ill. With some difficulty but with considerably more success, over the last decade Portland has welcomed and accommodated a significant influx of immigrants, many of whom relocated here originally homeless seeking to work, learn, and raise families.

This year Houston, Philadelphia, Orlando, and San Francisco have become embroiled in divisive public debates about homelessness and proposals to implement a "Don't Feed The Homeless" approach. Hundreds of smaller cities and service center communities in the US are also grappling with homelessness and its interplay with economic and fiscal forces. Chambers of Commerce are natural stakeholders in this public debate. The Portland Community Chamber is likewise vested, and we offer the following statement to the City Council.

The Chamber's Interest in the Task Force Report

Homelessness is complicated. It is at once a humanitarian, social, economic, legal, public health, and moral issue. For all of those reasons the Chamber feels compelled to help.

In 2010, the Chamber's Crime Prevention Task Force worked with community stakeholders to identify actionable strategies for keeping the city clean and safe. While the Crime Prevention Task Force focused on various elements of crime, a common theme was less concrete. That theme was the city's appearance. We reached consensus about Portland's need to avoid a negative street scene and to maintain a "Clean and Safe" environment, as articulated in the "Broken Window

1

<http://www.portlandmaine.gov/homeless/portlandtaskforcestrategicplantopreventendhome.pdf>

Theory.²

That school of urban thought says that disrepair, squalor, and disorder will breed more of the same, which ultimately will create a fertile environment for crime. Disrepair can appear as trash, graffiti, hooliganism, panhandling, and indecent behavior -- to name a few. None of this is good for our city.

Of course while not all homeless people create a negative street scene, many of the negative effects of homelessness do contribute to a city's appearance of disrepair. These negative effects can be hard to qualify or quantify, but people know it, see it, and feel it.

Portland has made good progress implementing the recommendations of the Crime Task Force, and the Chamber is pleased to note positive trends in local crime statistics. But even as Portland has received "great city" accolades from multiple sources, we regularly hear the complaints. Here are two notes that recently came to the Chamber:

When the City leaders take charge and clean up... I will bring my family back into your city (the one I grew up in) until then we will spend our hard earned money elsewhere. Portland is becoming a joke.

My wife and I recently visited Portland. We simply love the downtown area, Commerce St. We frequent the shops and restaurants. We have done this for many years now. However we noticed that the people who visit Portland or live there use all down town Streets as ashtrays ... a disgusting filthy mess... the city should get out there and clean up the streets. It is really appalling to see. We will come back one more time in a few weeks. We wanted to spend another week there with our Grandchildren ... but have to rethink that after witnessing the deplorable street conditions. Please make it appealing so we can walk the streets with our family ...

A Loyal Tourist

Typical complaints are about a great city with an unkempt appearance, particularly in the downtown. A contributing factor to that appearance is the critical mass of people who appear to occupy the streets in a way that can make some people feel unpleasant, uncomfortable, and unsafe. None of that is good for our city. While we do not infer that homelessness is entirely responsible for our economic challenges, it is a component. And in the spirit of the Broken Window Theory, it is all related.

Despite the Task Force's hopeful title, we recognize that homelessness will never be *eliminated*. The Chamber wants you Council members to

² <http://www.theatlantic.com/magazine/archive/1982/03/broken-windows/304465/>

make the most of this initiative, and we still maintain that a robust economy is a strong remedy to homelessness. While we are all working diligently at economic recovery, we still ought to do all that is practicable to grapple with the vexing issues of homelessness. The Chamber recognizes the tedious hours and major efforts that Task Force members have given us, and we thank them.

Below are the Chamber's observations and comments on the Task Force Report. Our analysis (including the three graphs in Appendix A) relied upon the Shelter Intake Statistics³ that the City's Social Services Division tracks and publishes monthly. The two most startling facts shown by the charts are that there is less demand for shelter space when the weather gets cold, and that most of our shelters are housing people from outside of Portland, Maine, and the United States.

Five Critical Issues Not Addressed by the Task Force

A. The costs of homelessness. The Task Force appropriately recognized the massive drain that homelessness places on city and hospital budgets. While it might be difficult to quantify some other costs (such as commerce and property value losses), those ought to be recognized. Moreover, we must consider all the impacts/costs that can be attributed to both the non-shelter *and* the shelter client homeless populations. Portland has aging infrastructure needs and reduced public services. Public safety services go unfunded while social services funding continues to grow.

B. Homeless vs. vagrant. Much of the public perceives no distinction between people who live in the streets and people who are temporarily homeless and in need of a few nights or weeks in an emergency shelter during transition. The Task Force focused on the latter, presumably because to a degree, people in shelters can be quantified and qualified. Moreover, homeless people in shelters might present many different challenges than people living in the street. To the extent the City tracks shelter stays, we know more about that population, so the report is aimed at it. We suspect there might be significant gaps between the recommendations and the universe of problems among the street population.

C. Transient vs. indigent. The evidence shows that about two thirds of our shelter stays are by people from outside Portland, and an

³ http://www.portlandmaine.gov/hhs/ssesac.asp#Monthly_Shelter_Statistics_

alarming number of those people are from outside Maine. The person who uses a shelter because she loses her Portland apartment must be distinguished from the Texan who traveled here with no place to stay. This distinction is critical to the discussion about what we call the "Build it and They Will Come" phenomenon. Our society has always allocated public and private resources for the accommodation of that unfortunate indigent Portland woman. But Portland must ask if we can continue accommodating the similarly unfortunate transient person from Dallas. Per #B above, city statistics are not maintained for street dwellers' origins. Accordingly, the Task Force could not have exhaustively addressed the various ancillary costs associated with homeless people in Portland.

D. Peak vs. off-peak. Conventional wisdom would presume that when the temperature goes down, the shelters fill up. But the opposite is true. Portland's shelters are busier in the spring / summer than in the fall / winter. Last July there were 61 percent more shelter bed nights (332) than there were in January (205). This statistic suggests the magnitude of the transient problem identified in #C above, and suggests that we are indeed a summer destination for more than cruise ships. (See charts below.)

E. Portland as a Magnet for Homeless. We are a compassionate city in a compassionate state. Through its members and actions, the Chamber is proud to perpetuate that humanitarian ethos. Portland cannot do it all for all. While the Task Force report alludes to the discussion about so-called "residency requirements," the allusion is only in passing. The brief paragraph on page 13 appears to be a cursory dismissal of one of the most controversial civic issues we face. The Chamber does not assert that Portland - relative to other communities - is more generous with General Assistance expenditures, or that the City seeks to attract homeless populations. Our shelters are not luxurious. Standing outside in long lines waiting for a meal does not enhance a person's dignity. Panhandling on Marginal Way is not enjoyable recreation. But we know that Portland is a homeless destination nonetheless. Why? And, short of prohibiting outsiders, what can we do differently to reduce the attraction? The common anecdote is "I came to Portland because I heard nobody hassles you." The Chamber certainly would not condone "hassling" visitors, but we welcome a conversation about what Portland can do to become less attractive. Portland needs to have this conversation in earnest, but the Task Force report scarcely mentions it.

Chamber Comments on the Recommendations

Generally speaking, the recommendations of the Task Force appear to be well thought out, and where applicable, based upon best practices. With projected quantifiable costs above \$6 million and with the potential to take on more than we can handle, the most critical and overarching message that the Chamber suggests is *caution*. We also urge you to continue dialogue with regional, county, and state officials.

The Portland Community Chamber realizes that Portland's attraction is not accidental. Whether in gourmet restaurants, our innovative economy, or accommodating homeless people, we are good at what we do. Because being good at accommodating homeless people has impacts, we need to be smarter about it.

In the upcoming year as you consider whether and how to implement the several Task Force recommendations, please keep in mind the above "five critical issues not addressed." For each one, please ask this crucial question: **Would this recommendation be more beneficial for Portland citizens, or for people elsewhere?**

Our comments on the specific strategies and actions are as follows:

- **Centralized Intake** Is this a process, like a computer network and database? Or is it real estate? The benefits are apparent, but we caution against the possible detrimental issues related to clustering services. If a network can do the job, aim for that. As with any potential bureaucracy, be careful what you start. Portland has shown leadership in tackling regional issues, and certainly must lead the Metro Regional Coalition in this case. The Chamber favors consideration of zoning changes that could disperse new or relocated service facilities, in accord with the national best practices.

- **Rapid Rehousing** These recommendations are ambitious. Would they exacerbate the "Build it and They Will Come" syndrome? Would the services and built infrastructure exceed the projected need for Portland's homeless? Would the supply of new units housing former shelter dwellers simply create a new influx of homeless people to the shelters? If we do choose to build, we caution against creating districts or clusters. Working "in partnership" with the landlord community needs more specificity. If the City is not committed to

preventing disorderly house situations, and if the City cannot enforce tenant rules and standards that ensure pride of ownership, then the City should not lay a single brick. Providing "legal representation" is a red flag from both a cost perspective and an attraction perspective.

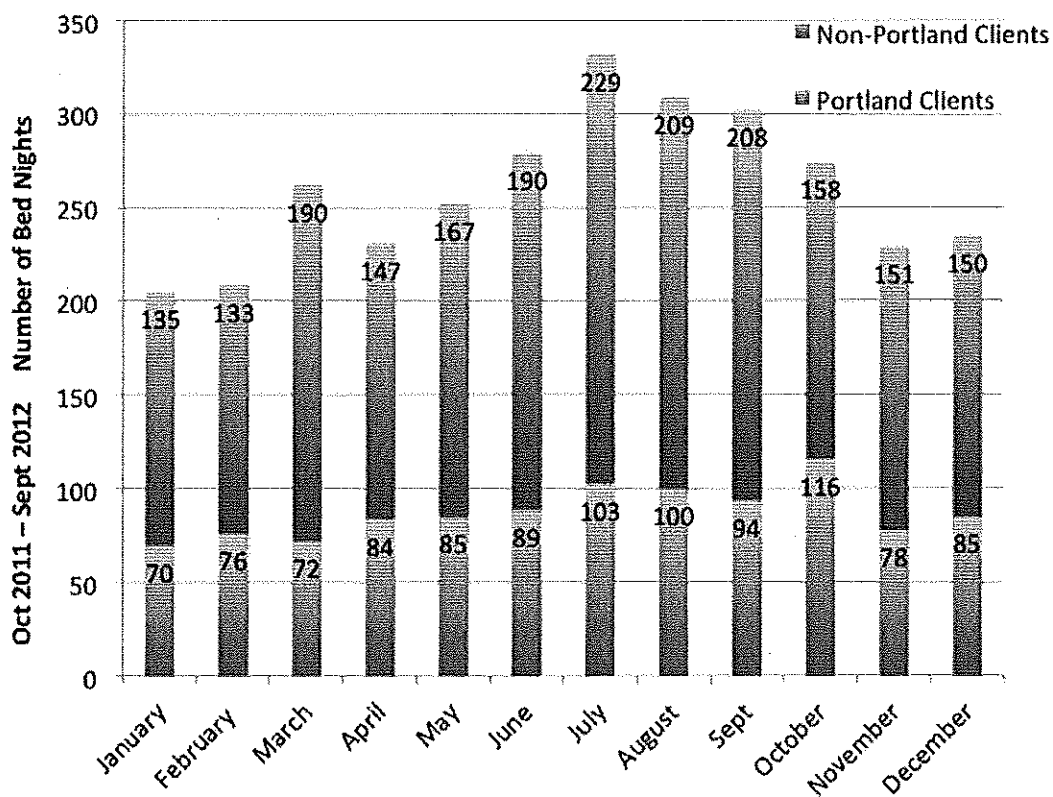
- Case Management As above, this recommendation would mean considerable *building* of services, which is a de facto building of capacity. While capacity could bring improvement and efficiency, we urge caution. Capacity is unlikely to go unfilled. We suggest that case management should include a pragmatic workfare (work for shelter and services) plan. Able-bodied individuals seeking assistance could be required to earn it. Litter patrols or other beautification tasks, as mentioned above, could benefit and enhance Portland's "Clean and Safe" environment. Furthermore, case management should emphasize responsibility; recipients of services and shelter should be held to standards of behavior, and conditions should be imposed on recipients. Through such case management practices we can reasonably expect to reduce our attractiveness among those people who seek Portland to avoid "hassle." We also welcome discussion about reallocation of existing public safety monies from enforcement to "Clean & Safe" projects, HOME, and community policing.

####

Appendix A

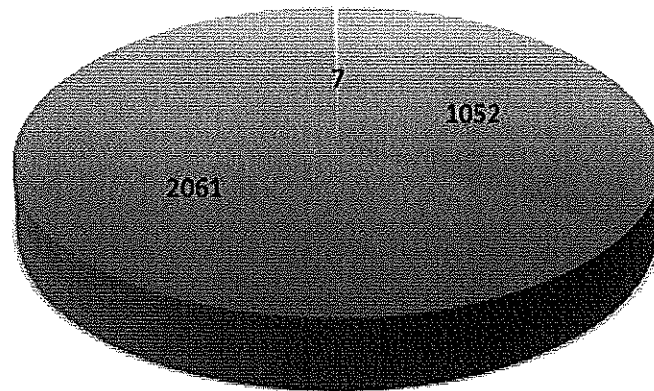
Portland Shelter Statistics

Source: http://www.portlandmaine.gov/hhs/ssesac.asp#Monthly_Shelter_Statistics_



Seasonal shelter demand: 61% higher in July than in January

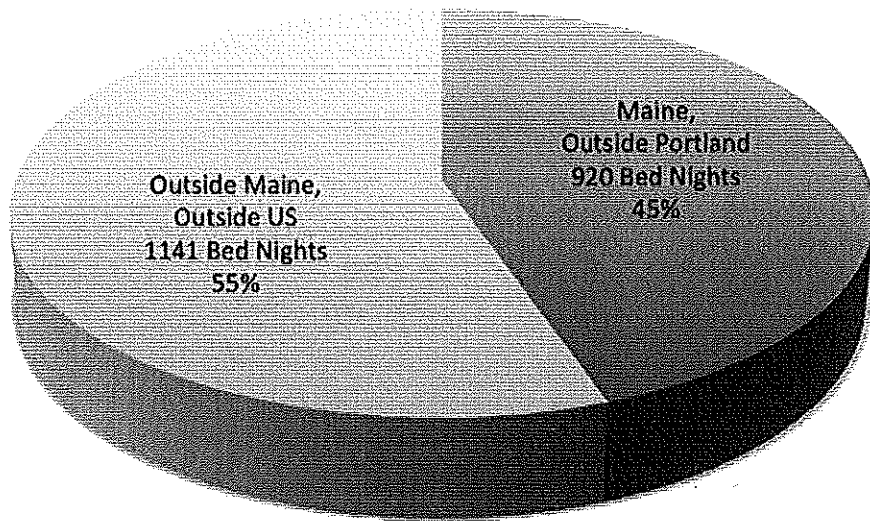
Emergency Shelters Number of Bed Nights
October 2011 – September 2012



- Portland Clients 34%
- Non Portland Clients 66%
- Unknown Origin 0%

~ *Two thirds of shelter clients came from outside Portland*

**Origin of Non-Portland Clients
October 2011 – September 2012**



~ Half of non-Portland clients came from other states & countries

Appendix B

Summary Recommendations of the Task Force Report

The Task Force has recommended the following three broad strategies, along with monitoring and reporting:

A. Retooling the Emergency Shelter System:

Since the City owns and operates shelters, the Task Force recommends the creation of a centralized intake process where all clients who are homeless would be assessed. Those appropriate for diversion from emergency shelters to housing, specialized shelters, or other housing situations would be rapidly reassigned to these more appropriate options. The Task Force suggests that co-locating all service delivery partners within this centralized intake will increase the efficiency of the system and provide a higher level of service delivery and reassignment. Through this intake system, the overall emergency shelters in Portland would see a reduction in the number of clients who remain in the general shelter for more than 21 days. This will require reducing the current general shelter service and reconfiguring the shelter intake, assessment and referral process. Additional staff and change in the level and type of work done at the shelter will be necessary. Regional collaboration with surrounding communities is also recommended.

This strategy proposes to develop several temporary housing units to serve the needs of people who present at the intake center. Temporary housing units may include respite housing for those discharged from local hospitals, housing for veterans, short term housing for people with substance abuse issues, housing for people with mental illness, housing for families, etc.

To avoid clustering of shelters and other service providers frequented by homeless people, this strategy includes a zoning review to find more and dispersed locations where service providers would be allowed throughout the city.

B. Rapid Rehousing:

The Task Force recommends a focus on providing appropriate permanent housing and support for individuals, families and youth. A range of support services and resources is required as each homeless household has unique needs. Meeting this goal will also require reconstructing three new housing first units consisting of 35 units each and appropriate supports for people who are chronically homeless. Housing first recognizes that stable housing is the first step for homeless individuals in recovery from substance abuse and/or mental illness. This will require significant capital investment and funding for building maintenance costs and adequate staffing at three locations.

This strategy would entail enlargement of diversion and prevention opportunities such as short term rental vouchers, legal assistance with back rent and security deposits for people who have been homeless for 14 days or fewer and who are in the emergency shelter system. The task force also envisions a need for the city to work with landlords to increase access to housing stock, and increase available rental opportunities for homeless people.

C. Increased Case Management:

The Task Force recommends that 24/7 case management services should be expanded to homeless people and that those case management delivery systems follow client needs, rather than reimbursable service delivery models. The strategy would increase work, training/education, and treatment options for homeless people, including flexible shelter options. This aims to increase clients' self-sufficiency and reduce recidivism rates, and would require hiring additional case management staff.