

Securing Equity For Portland's Creative Identity And Community

Position Paper and Proposal

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Analysis and assessment of working artists, artisans, and craftspeople, their traditional and existing cultural and economic place in the broader Portland community, where this segment is headed, and cost of its potential loss.

Assessment of existing infrastructural and service resources and their integration into a holistic program of physical and economic development.

Provide a template of further application in available and/or distressed locations with the intent of creating cultural, educational, and economic magnets, while retaining the principles that make Portland socially and economically desirable.

Afford equal access across demographics, especially for disabled and at-risk individuals and families.

The Problem

The development of Portland and the Metropolitan Tri-County Area has long been tied to diversity and convenience of access to natural, social, and cultural offerings, each contributing to its standing as a desirable Mecca of livability. With this has come economic boom and success. Also accompanying it are incumbent issues and problems, underscored by the influx of moneyed population and business, contributing to disparity, inequality, insecurity, and even homelessness. From this, a plethora of other issues evolve, taxing our justice system, social services, and collective conscience. For the lower creative classes, in particular, this convergence, sped along by forces of economic progress, threatens a Dust Bowl migration from the Metro Area by the very community that has contributed so much to the Portland identity, one major facet of its livability.

The Representative Community: Its Diversity and Definition

Much has been studied and said about the vibrancy, diversity, interconnection, and economic impact of creative clusters in communities across the country and around the world. The web-like flow charts that identify the microcosms within the macrocosmic picture are telling enough, but, with the exception of tech-related clusters, fall short of identifying the deeper relationships at play, especially connected to those best classified as the “working class”. These would include non-symphony musicians, music and arts educators, those involved in pottery, jewelry making, painting, sculpting, weaving, sewing, acting, and dance, among others. Portland has recognized the validity of the broader picture. It has yet to delve more deeply into its street-level workings.

More conventionally connected clusters – think club musicians – demonstrate the immediate impact and implied multiplier effects related to specific businesses. In a club, for example, this translates into qualitative and quantitative benefit to wait staff, bartenders, cooks, busboys, and dishwashers – the draw of a music-based program increases business, translating into more demand, more hours, more tips, better wages, and more jobs.. With this, impact is felt further up the supply chain, from delivery to warehouse, office, and product and service suppliers. This is in addition to those most directly involved in the production process – publicists and sound people and, in some cases, staging, lighting, and security. Each of these is further connected to networks providing products and services. These relationships can be applied to the other creative working class categories and their beneficial impacts implied, accordingly.

Further application and implication is demonstrated in less conventional scenarios, like festivals and fairs. First and last Thursdays, brewer festivals, and, most obviously, music festivals rely on entertainment to provide magnets for these events. The Waterfront Blues Festival not only raises money for the Oregon Food Bank, but offers profitable benefit to both those directly involved in production and the many vendors and service suppliers, hospitality, surrounding businesses, tourism, transportation, and public and private parking, translating into both direct and tax-based revenue for government and the services it provides.

It does not take much imagination to see the value of mainstreaming the creative working class to the economic development imperative, at large.

Thesis

There are still enough fallow and distressed properties in the immediate and outlying areas of the Portland Metro Area to accommodate creation and development of culture based neighborhood economic magnets, built upon the foundation of cooperative ownership. These clusters will provide the equity of access and ownership to an, otherwise, distressed creative community and benefit the neighborhoods immediately surrounding them. They will provide security, stability, and sustainability, not only for life and lifestyle, but for other areas of outreach and influence. Education, therapy, and commerce are potential beneficiaries of such an effort. Furthermore, the issue of sustainable representation, management, and accountability for the target community would be best served by establishing a presence in City Hall dedicated to this purpose.

This paper will provide a course for such a program, a tangible model for its template, and documentation providing for both viability and feasibility.

Argument 1 – Assessment of target site, its existing resources – transportation, space, and service – its functional, educational, business, and other potentials, and agencies, organizations, and programs whose expertise and imperatives are consistent with the thesis.

While there are a number of potential sites that would qualify for analysis and assessment in line with the guidelines for our proposed cooperative, we will focus on one, in particular, for purposes of tangible reference. 10737 N.E. Fremont Street is a .32 acre flag lot, with an existing physically distressed home on the site, located just a few feet from the street. It is presently zoned R-2, allowing for development of 7 full-sized residences. The existing structure has an unfinished basement foundation with separate entry, as well as structurally sound walls and roof support, and encompasses 1116 square feet of space. There is an adjacent property with the same dimensions, zoning, and an existing home that is available for purchase and immediate habitation. Inclusion of this property in our proposal affords several advantages and benefits, the first being the ability to establish a constant, secure presence on premises, providing management and coordination of project development, as well as a meeting place for both committee and potential community members. It would function as interim office for all things related to development. Second, the property would double the size, capacity, and capabilities of the project. For now, we will focus on the one property, which is now available on the open market for \$179,900.00.

Said property is located on a main thoroughfare, situated in the Parkrose district, which is presently undergoing a resurgence of development along its main corridor on Sandy Blvd. It sits within easy access of Maywood Park and its Mt. Hood Community College campus, Parkrose High School, middle school and grade schools, as well as Argay Terrace, a well established, affluent, and desirable neighborhood. Furthermore, access to I-84 and I-205 places this site within easy reach of downtown Portland, Oregon City, Gresham, and Vancouver, none more than a 20 minute drive away.

At present, while businesses abound, there is no clear, identifiable cultural presence, commercially or educationally, in the area within a 10 mile radius. Pockets exist, but there is nothing connecting them. Public transportation is conveniently located on Fremont Street and is easily connected to other destinations, in all directions, including the 122nd Avenue and 102nd Avenue corridors, giving ready access to Gateway, with its MAX lines to downtown, PDX airport, and Clackamas.

The property is situated on a sewer line, has available electrical and natural gas services, and, in fully developed mode, will pose no major visible impact on the Fremont Street thoroughfare or its traffic.

For further reference, there are presently over 120 available, undeveloped properties, meeting the minimum 1/3 acre requirements, and priced in a very affordable range, \$139-199,000.00.

Argument 2 – Mapping the program

In order for the thesis to be given reasonable chance to prove itself, a program must entail a diverse and holistic mapping of its construct and requires the investment of equity, either in the form of physical assets, sweat equity, or money on the part of all parties and agencies involved. Such a mapping will result in more pertinent details, as well as more tangible applications for other potential sites. Its component elements must be representative of the immediate community it intends to serve, the creative working class, and of the programs that meet its needs – housing, food insecurity, health and wellness, education, business, and economy. Of course, it must also provide a venue for expression, production, and commercial offering of the product, content, and services resulting from these efforts and endeavors.

Desired and necessary components

- Housing – providing enough space to live, work, and study in an individually secure environment.
- Work – aside from individual space, common areas for meetings, workshops, exhibits, performances, and business.
- Office space – to provide secure computer and Internet services for community members who lack equipment. Further benefit would be derived from connecting this component to business development and operations, including educational guidance.
- Community gardens and greenhouses – to augment nutritional needs and ameliorate stresses on budgets and social services.
- Disability related access and integration – physical facilities, programs, and services fulfilling the objectives of health and wellness (also applicable to the able-bodied), rehabilitation, care, and productivity of this group. This would entail inclusion of, at least, two certified caregiver community members.
- Publicly accessible facilities – to accommodate concerts, fairs, exhibits, classes, presentations, workshops, weekend markets, business development, health and wellness programs, and community provided services.
- Storage – to securely accommodate individual needs, as well as community-related tools, equipment, and supplies.
- Studios and production spaces – for hands-on learning, commercial, and environmentally friendly industrial use.

Depending on the specificity of individual parcels, adjustments would be made. These would reflect the individual strengths and weaknesses of the properties and the immediately adjacent neighborhoods.

Connecting the dots – both governmental and non-governmental resources, in the form of agencies, programs, and funding would provide the means to fast-track efforts and bring this vision from viability to feasibility. The wealth of diverse, relevant resources is impressive. The key to bringing them on board is a simple expression of investment in a hopeful present and a more secure, productive future. Among these resources are:

- City of Portland Mayor and City Council – the strength of any program or initiative is greatly enhanced by the leadership role of central government. The mayor and council provide the means and mechanisms for directing resources and efforts to effect a meaningful change, while assuring the public that its government is committed to exploring unorthodox, yet pragmatic solutions that not only deal with short-term problems, but preempt their future occurrence.

- Multnomah County Commission and Chair – by bringing county government into the picture, not only does it provide more resources into play, but eases perceived and actual burdens on any one of them, while enhancing the public view of a coordinated and creative problem solving effort.
- Portland Development Commission and Portland Planning Bureau – experience and expertise in property development and its economic implications, especially as it pertains to target neighborhoods, identifying specific parcels of land and available services, impact on traffic, codes, and streamlining permitting and funding processes, makes this a potent partner in any immediate and future projects.
- Portland Community Gardens Program and Multnomah County Digs Project – the Community Gardens program has provided gardening opportunities for the physical and social benefit of the people and neighborhoods of Portland since 1975. There are 50 community gardens located throughout the city, developed and operated by volunteers and PP&R staff, offering a variety of activities.
- Multnomah County's Office of Sustainability and Tax Title – according their website, they have partnered to bring the community an innovative program that reflects the county's commitment to healthy, equity, local food, and our natural environment. The County Digs Program leases and donates tax foreclosed property to qualified non-profit organizations for urban gardens or greenspace uses. To date, six community gardens have been created due to the County Digs and Greenspace Property Donation Program. Multnomah County transfers tax-foreclosed properties to local governments and qualified non-profit organizations in the community if the property will be put to continuous, productive use as a community garden, urban farm, teaching garden, and/or as a greenspace.
- Portland Parks and Recreation – beyond experience, expertise, education, and an existing program for administration and management of community gardens, Portland Parks and Recreation has community-based programs, such as movies and musical entertainment, which can be connected and integrated with the creative cooperative program. When needed, the resources of supplies – plant starts and trees, soil, composters, organic fertilizer, and the like – can be availed, either from surplus, existing growth, or as purchase, at discount, from suppliers. Another potential option is to avail parks staff and employees in signing up volunteer help, particularly to provide assistance to disabled and elderly cooperative members.
- Neighborhood and Business Associations – membership in these associations and inclusion of them in the development process will bolster their standing, as well as that of the creative cooperatives. Through connection with neighborhood-related business associations, venues and vendors for exhibit and sale of creative works hold potentials for enhancement of member businesses on both sides of the equation. Organizations and agencies that represent broader business interests and coalitions would provide guidance in development of business programs, while affording introduction and connection to valuable and influential individuals and groups.
- State of Oregon Department of Human Services – in particular, Aging and Disabilities, SNAP program, and OMAP would provide guidance and assistance, both directly providing services as interim help and in shaping appropriate transitional programs for creative cooperatives. Initially, these resources will likely not feel much relief, if any, but the long-term sustainability of the cooperatives serves to ameliorate, if not eliminate, future needs for community members.

- State and Federal Legislative Representatives – a potential source for guidance, grants, and loan programs. These representatives hold the promise of becoming potent, vocal advocates for the working class creative community and the Creative Cooperative Program, especially once its potentials are demonstrably in place and statistical evidence can be cited.
- Schools – there are several aspects of the Creative Cooperative Program that fit well with schools. More directly, they include after-school activities and education, while providing community awareness and connection through volunteer and internship opportunities. CCP could also augment the Artists in Residence program, expanding its reach through a more localized, but networked connection. Other opportunities exist, particularly as outlined in the following tech-related bullet point.
- Technology Associations and Private Enterprises – bring experience, expertise, education, hardware, and software resources to the table, enabling and empowering tech-based programs, solutions, and enterprises to both feed into and grow out of creative cooperatives. One such program, already entering its 17th year of development, is MyGigNet, a proposed platform for creating a functional, relevant, economic hub of music-related informational, educational, and service resources. As a proposed master program, MGN will integrate existing technologies, develop functionally relevant apps, and connect to institutions of education, from universities to high schools, through an articulated, hierarchically sound scholastic curriculum. For government, the residual benefit is that, through participation, schools would hold equity ownership of those components they help to develop. The residual revenues generated would relieve already stressed school budgets.
- Oregon Cultural Trust, Oregon Arts Commission, and Regional Arts and Culture Council – offer guidance and grants to further the mission and objectives of the Creative Cooperative Program and individual cooperatives under its umbrella. Over time, RACC would integrate CCP into its program and structure, optimally creating a departmental presence in City Hall for centralized access by the creative community-at-large. Such a department would be headed by a City Council member; presently, this is the responsibility of Nick Fish.
- Oregon Economic Development Commission – coupled with education, business, and entrepreneurial development programs within these creative cooperative clusters and especially the umbrella program, a valid case will be made that the Creative Cooperative Program is a job creator. As such, it would qualify for grant funding through the OEDC. With the diversity of other partner agencies, organizations, programs, and businesses, CCP would be presented as a legitimate, responsible training program, while it plays to its broader mission as a neighborhood-centric economic development driver. With this in mind, the Oregon Lottery Commission is also seen as a viable partner and grant source.
- Housing and Home Ownership Assistance Programs – there are a number of resources to assist in purchasing a home. They are available through such sources as the Oregon State Bond Program, Down Payment Assistance Program, Neighborhood Stabilization Program, African American Alliance for Home Ownership, Hacienda Community Development Corporation, Portland Housing Bureau, HUD, Oregon Housing and Community Services, Habitat For Humanity, Portland Housing Center, among others.

- Construction-based and trade unions – could use such projects for training, under qualified supervision.

Argument 3 – Obstacles and Threats

There are obstacles that need surmounting, the most critical being a lack of funds. Statistically, 60% of the nation's population is unable to cover emergencies of \$1,000.00. For the working class creative community, it is worse. According to research done by the American Federation of Musicians Local 99, the Portland local, the average annual income for a full-time working musician is \$8600.00. For all practical purposes, the notion that any savings accounts are held by this group is out of the question. It should be noted that, in lieu of money, they offer assets of talent, knowledge, and experience. With these factors in mind, one means of providing an easier course toward ownership equity, in home and community, would be to develop these cooperatives under the aegis of PDC (and other partners) and enter into lease agreements, with a two to three year option to purchase and a predetermined percentage of the total paid in providing down payment.

Other obstacles could also be seen as threats, given perception of favoring this community at the expense of other worthy and, admittedly, needy groups. The message to these others must be clear. The Creative Cooperative Program is as inclusive as it can be; its principles can be tailored and applied to them, on a case by case basis.

The norms by which most agencies and bureaus work are usually very limited in scope and sphere. The specialized areas of need that they address, coupled with systems for screening and qualifying applicants, force a *de facto* myopic view of what they can and cannot do. This does not mean that they are unaware of the works of other agencies, only that, too often, their hands are tied. This creates another potential obstacle that can be overcome, but only if we can prevail on government leaders and representatives and agency heads to explore more creative, innovative ways in which they might cooperate. Field agents might be helpful in putting real life experiences into consideration, posing the scenarios of how they have been particularly hamstrung by bureaucracy or system-related binary responses. This could fast-track the course for providing solutions from those in the know.

Time is another obstacle that could become a threat. Two factors come to mind. Rapidly rising property values would impede the ability to purchase, since they would add constraint to budgets. Available properties would come into shorter supply, given the pace of development, the influx of population with money to make purchases, potentially aggravating an already competitive housing market, and the dire need to address the homeless crisis in the general population. For these reasons, quick and decisive action must be taken. Providing for the sheer numbers represented. According to the Bureau of Labor Statistics (BLS), there are over 39,000 working musicians, alone, residing in the Metro Area. There are over 154 music venues – a lot, but not nearly enough to support them. Admittedly, not all of them rely on Portland-based work to survive, but this is the exception, more than the rule. Still, for many, the need to travel for work taxes income in a manner of no benefit to their home community. Indeed, the greater sum of traveling expense is spent on fuel and in convenience stores; the products consumed are notably prepackaged by giant food conglomerates and, thus, these expenditures provide little benefit to the economies of the locales that they visit.

Argument 4 – Assets and Advantages

While some assets held by the target community may fall into conventional categories, it is the identity of this group which sums up its greatest asset and advantage – creativity. Indeed, with median annual income *well below the poverty threshold*, creativity has been the core of their daily lives, if only to survive.

While monetary assets are minimal in the target community, they are relatively abundant through the resources mentioned in our second argument. The community members, themselves, bring the hard assets of tools of their trades – instruments and amplification, recording gear, instructional supplies, paint and canvas,

kilns and ovens, looms, sewing machines, exercise equipment, sculpting tools, wire and beads, computers and software, construction and gardening tools, etc. Knowledge, skill, expertise, and experience are assets that, while having no hard value, are invaluable.

Governmental and nongovernmental agencies and organizations bring a wealth of assets, hard and soft, to the table. Among these are:

- Centralized planning, design, and expertise
- Property
- Construction equipment
- Accounting and auditing systems and personnel
- Monetary resources
- Shipping containers – for affordable, modular build out of homes and facilities
- Business development and management programs and expertise
- Programs for variances and tax abatement, energy independence, etc.
- Institution based education facilities, curricula, and programs – *ie. Artists in Residence, music and arts departments, computer science departments and programs, business departments, auditoriums, etc.*
- Community garden programs and related supplies/equipment

There are other assets not named here, but that will become evident as planning and execution of the Creative Cooperative Program is under way. Perhaps the greatest advantage of this program lies in a uniquely comprehensive and coordinated approach to addressing sustainability issues in a manner that crosses bureaucratic boundaries and demonstrates the interrelational and interdependent modes by which they can not only exist, but work together in solving problems and applying these lessons to other issues. Through this, the conservation of human and budgetary resources will allow Portland, Multnomah County, and other areas of the state to preserve much needed public services and improvements and freeing up funds for areas that are, otherwise underfunded or tabled.

In the end, the liabilities of serving the immediate needs of the creative working class community will be turned into an asset, begetting growth in local and localized economies, particularly from taxable income, profit, and property, as well as licensing fees.

Argument 5 – Comparisons and Contrasts, applicable examples

Opportunity Village, Eugene, Oregon – Opportunity Village is a transitional program, with physical facilities, providing housing, shelter, food, cooking, bathing, business education and operation facilities and assistance, and more. While it serves the immediate needs of a particular segment of the homeless population, Opportunity Village's planning and program is applicable to a more permanent program. Adjustments for demographics and scale are modest.

Food Pods, Portland, Oregon – Portland has become a recognized leader in its forward thinking embrace of food pods. Their success is sufficiently demonstrated through the witness of the numbers arising and establishing themselves in locations that were previously problematic, empty, or ignored. From modest roots, they have become vibrant economic centers and have added their own character to the cultural identity of Portland, enough to be considered a compelling component of tourism and even as destination.

Saturday Market, Farmer's Markets, and Street Fairs – the success of these events demonstrates their viability as venues for artists, artisans, and musicians, as well as for locally grown produce and prepared food. The only issue of application here is one of scale, in this case, downsizing. It should be noted that, though the evidence is anecdotal, yet consistent, musicians find that pay levels are markedly better at these events. In some cases, there are minimal guarantees, augmented by tips, while, at other times, pay is generated solely through

donations. For a typical engagement at these events, usually a period of 2-3 hours, \$75-121.00 is the reported income, per musician. Compare and contrast this to the average club gig, usually involving, exclusive of set up and tear down time, periods of 3-4 hours and often netting less income, even in larger, well-known venues.

Cottage Industry Programs –cottage industries have arisen from any number of sources, from micro-lending programs for hobbyists and homemakers setting up shop in living rooms, bedrooms, and on dining tables. Garage-based businesses have even come to define whole industries, as personified by Hewlett and Packard. The gamut of possibilities and potentials are self-evident, especially given the tech-based programs that MyGigNet, e commerce, and recording studio projects would offer.

Clarksdale, Mississippi – with the exception of three regionally related events – the Memphis-based *International Blues Competition* and *Blues Music Awards* and the Helena, Arkansas *King Biscuit Blues Festival* – Clarksdale traditionally saw little coming into their coffers. It should be noted that Clarksdale was one of the poorest towns in one of the poorest states, putting it at a decided disadvantage. By embracing its historical Blues roots and making it the keystone of economic development, within two short years, it saw a marked increase in commerce, tourism, and physical development. By year five, a veritable boom in building, improvement, and business moved Clarksdale from an ancillary position, in relation to nearby Memphis and Helena, to destination. Property values and revenue have dramatically increased, as a result.

Park City, Utah – having faced the deepening, complex problems of homelessness, mental problems, and substance abuse, none of which was on the path to substantive success, Park City took a clean slate approach to evaluating and assessing their programs. The one thing that stood out was that, in order to qualify for homes, rehabilitation was a major hurdle. Realizing that establishing a safe, secure home base, validated by Maslow's Hierarchy, was critical to succeeding on the other fronts, they took it upon themselves to create a program that first established this need. The success rates are high enough that this model is being explored and adopted by other cities. Portland would do well to do the same.

Bridge Meadows – this Portland-based program is affiliated with sister projects in Massachusetts and Chicago. It is an intergenerational approach to connecting the elderly population with foster children and their families, in a community that serves to give purpose to all involved. The success of this program is demonstrated by the fact that they are breaking ground on a second development, as well as adding another project that will give foster children, who have aged out of the program, a destination for transition.

Argument 6 – Demonstrating the Program

The first demonstration will entail the use of shipping containers, to be used as an affordable and innovative modular approach to housing and community related facilities. There are several other advantages to using this mode of construction, including expansion within existing footprints. The housing capacity can easily grow, from almost twice as much, to nearly triple, without being unsightly. Rooftop gardens and terraces are easily accommodated, along with solar panels, water collection, and storage. Since Portland is a major port, it provides an easy source of container units, at a cost of approximately \$40,000.00 for nearly 8,000 square feet of potential interior space. Full implementation on the target property, 3 floors residential, 2 floors community center and offices, and one floor of studio/production spaces would amount to \$152,000.00. A fuller breakdown of expected costs, including an overage reserve, is laid out in another document, the Creative Cooperative Introduction, with other justifications for demonstration, political, financial, and economic included. The potential revenue streams that can be developed and harnessed are summarily detailed.

For residential spaces, open concept studio type living quarters will keep finishing costs to a minimum. The use of recyclable fixtures and re-purposing of other items will demonstrate creative and conscientious use of these resources. One option, should a larger capacity development be in the works, would be to offer limited hostel type spaces for touring artists and musicians. This would augment revenue streams, while providing such artists

immediate proximity to venues for special performances.

An outdoor patio/deck, attached to the community center, would be used for general gatherings and as a stage for seasonal outdoor performances. With the exceptions of office spaces and exercise room, the community center would function as a general purpose meeting, teaching, dining, and performance space. In this regard, an open concept floor plan is optimal.

A central, certified kitchen, in addition to the smaller individual residential kitchens, would serve a multiplicity of services and benefits. Nutrition and technique based cooking classes would be directed toward creation of meals for the community that could be offered to the public on an honor system of payment. This latter model has been proven successful in many locales. For the elder and infirm cooperative members, in particular, the benefits allow peace of mind and free them up to attend to other pertinent endeavors and responsibilities – as with the other community members, this would provide much needed consistency in nutritious meals, augmenting other health and wellness programs offered. Connecting these efforts to the on-site community garden is one obvious resource. Another possibility for making best use of readily available food and reducing waste would be daily pickup of food from residents that is nearing expiration or is otherwise of no use to them, a creative re-purposing that can be taught. Scheduled rounds for pickup from local grocery stores and produce stands, wholesale food distributors, bakeries, outlets, and the like would augment this program, reducing costs and waste for those involved.

Studio, work, and production facilities – Integrating facilities for recording, dance, acting, pottery, painting, computer coding, and other areas of relevance for both teaching and commercial use. Live performances and workshops would use the knowledge and expertise of technologically savvy community members, as well as students and apprentices, by offering podcasts and streaming services. Another potential for connection is the use of low power FM transmitters, for broadcast to the immediate neighborhood. The MyGigNet program has diagrammed a protocol for a community-based network of such transmitters, connecting non-profits and schools through the public airwaves, including proprietary programming choices, training, and management.

ADA compliant access, facilities, and equipment – The residential units, by their very open concept studio design, align with principles of access. Doorways will be wide enough to allow passage and maneuvering of oversized wheelchairs and other mobility devices. All residential bathrooms and community restrooms will necessarily follow suit. Walkways and ramps will be graded to accommodate ease of navigation. Should development involve more than ground level accessibility, the placement of lifts and/or elevators, at key locations, along with connecting outdoor walkways at each level, will assist in facilitating integration of disabled and elderly community members and visitors.

Exhibitions, meetings, performances, classes, and business – will be facilitated in a main building, built on the same shipping container principles used in residential units. An optimum size is approximately 1200-1600 square feet (three to six containers) and could easily integrate a rooftop greenhouse, to supply fresh, otherwise seasonal, produce, herbs, flowers, and dwarf fruit trees. As previously mentioned, the building would have a large outdoor patio/deck.

To minimize clutter, compartmentalized private and community possessions and tools would be housed in securable storage facilities, one story for each floor of the development. Bicycle storage would also be accommodated.

An outdoor community garden plot, situated next to storage facilities, will supply fresh seasonal produce, while serving as a form of therapeutic exercise for community members. A contained raised bed, with pavement around the perimeter, would offer access for those with infirmities or disability. This perimeter portion of the

plot would be dedicated to the use and care of these individuals.

Argument 7 – Applying the Program

As previously noted, once feasibility is demonstrated, these same principles and particulars can be applied to other sites and demographics, scaled up or down, as necessitated on a case by case basis.

Closing Argument

There is no doubt that the issues of insecurity – housing, food, and healthcare, among them – are now eating into the traditionally more insulated segment of society. In Portland, in spite of other areas of economic growth, it is approaching a point of critical mass. With this, the working class creative community finds itself in the category of at-risk, perhaps more than most. Everyone realizes that there's a problem; so, too, our governmental leaders are in the untenable position of having to justify expenditures, in the face of increasingly tighter budgets, greater demands on social services, and, with more people settling into lower wage jobs, a shrinking base for taxes.

Creative thinking and execution are necessary to meet these problems. The need to offer sustainable, equitable solutions is supported by the argument that, by integrating a comprehensive range of programs and using existing resources, an efficient and effective means of answering the present crisis is readily available, will reduce strains on services and budgets, and will, as a result, preempt future problems.

Appendix 1 – Something from nothing: Group learning with limited resources

Just before Y2K, Indian physicist Sugata Mitra set up an experiment from his office, as head of R&D at his software company, a state-of-the-art facility abutting a slum and separated by a brick wall. He cut a hole in the wall and set up a monitor and track pad on the other side. Curiosity got the children on the other side. They never had computer access, didn't know about the Internet, and didn't speak English. In mere minutes, they learned to point-and-click and, by the end of the day, they were Web surfing. They were teaching each other as they went along, the spirit of cooperation at work.

He then took this to a village where he was assured "no one had ever taught anyone anything" and got the same results. He expanded the experiment, taking it to another impoverished village in southern India, setting it up for a bunch of 12-year-old Tamil-speaking kids, to see if they could, on their own, learn to use the Internet, which they hadn't heard of, to teach themselves about biotechnology, which they'd never heard of, and to do so in English, which they didn't speak. He told them that there was some very difficult information on the computer that they probably wouldn't understand, so he would revisit them in a couple of months to see if they figured anything out.

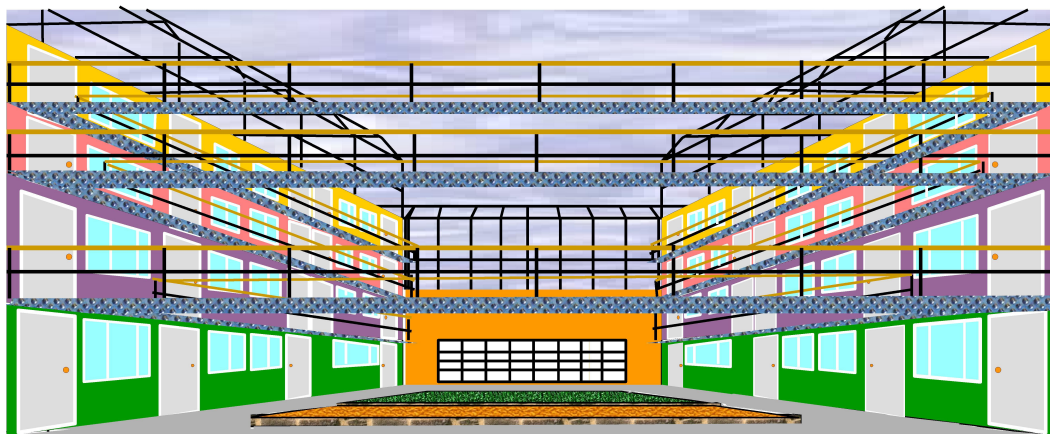
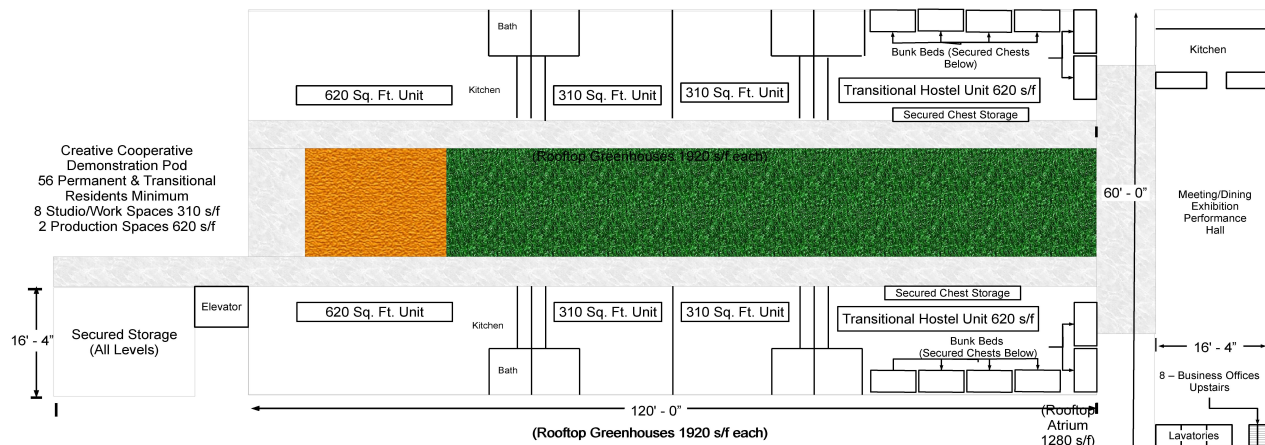
Two months later, he returned and asked if they understood. One girl said, "other than the fact that improper replication of the DNA molecule causes genetic disease, we've understood nothing". However, when he tested them, their scores hit 30% -- zero to 30 in two months - with NO SUPERVISION! Two months later, these kids scored 50%, the same as New Delhi students studying biotechnology in the best schools!

Mitra then refined his method, foregoing broad subjects and focusing on directed questions, like "was WWII good or bad?" They could use all the resources available through their computers, which were limited to one per four students -- one student on one computer learns very little compared to four, who would have to discuss and debate their methods and findings. The mean score was 76%. Two months later, he retested them and got exactly the same results -- deep learning and retention!

He has developed a new model of primary, minimally invasive education, in self-organized learning environments (SOLES) - computer workstations with benches that seat four in front of them. These were installed where good teachers cannot be found, but are hooked up to what he calls the "granny cloud", literally, grandmothers recruited to volunteer one hour a week to tutor via Skype. Test scores increased by 25%. All that these grannies did was to encourage the students, since the "teachers" were untrained in the subject matter.

There is a global shortage of teachers. 18 million of them at last count. India needs 1.2 million; the US needs 2.3 million. The Creative Cooperative Project could very well be a potent way of augmenting strapped schools' tight resources, elevating access to equipment and mentors, and saving children who might, otherwise, fall into the cracks or off the cliff.

Appendix 2 – Example: CCP Site Design, First Stage, Fremont Street Site



While this is a layperson's projection for the referenced site, located at 10737 N.E. Fremont Street, it serves as a reasonable facsimile of the proposed design footprint for Creative Cooperative Project, a model for this and other such development projects. Note, on the first diagram – the floor plan – the existing residential structure, situated at the south end of the property, facing the main thoroughfare.

The use of shipping containers for all new buildings allows for easier construction, which can be stacked up to four floors. The speed of delivery and placement greatly shortens the timeline for basic construction. Thus, the emphasis is focused on meeting requirements for completion being concrete foundations; electrical, sewage, water supply, and gas services; demising walls between smaller residential studios; framing, drywall, paint,

flooring, doors, windows, and fixtures. With a minimum of 56 individuals immediately involved in this project, at least half of them can provide a substance of helping hands and sweat equity to speed things further. Walkways will be poured concrete, with second, third, and fourth floor skyways and walkways structurally and securely supported, with railings, according to code.

It will be necessary for this to be reviewed and adjusted by architects and engineers before implementation.

Appendix 3 – Terminal 1 Proposal; Housing the Homeless, Comparison and Contrast

A great deal of attention was given to a proposal for the property identified as Terminal 1, located in NW Portland, along the bank of the Willamette River. While there are many reasons to laud the intent of this proposed plan, there is greater reason to move it off the table. Much of this is evident in several particulars incumbent within the plan, but, to underscore why this is, essentially, a wasted effort, some contextual clarity is necessary, along with a summary of the Creative Cooperative for comparison and contrast.

Treatment of the homeless has long been an issue in Portland, as it is in any major urban area. From the days of “3rd and Burn”, to Baloney Joe’s, when the problem was seen as affecting only alcoholics, drug addicts, and other societal outcasts, to the plethora of missions, organizations, and programs now serving the critical needs of a growing mainstream population, families and veterans, included, services have focused on transitional treatment of those affected. The glaring issue at the heart of any sustainable effort is summarized by one simple question – what is this population transitioning *into*? Is there a productive destination where they are headed? Does it include the safety and security of a foundation that home and community provides?

While the employment market may be generally healthy, its nature does not bode well. Finding and securing work does not equate to establishing a career path out of despair. If only 5% of the regional population is affected – and we know that this is a ridiculously conservative base for projections – then 117,500 wage earners, plus their families, are struggling to get by. One person, employed full-time at minimum wage, clears an average of \$1154.00 per month. When average rent in the Portland area is \$1655.00 per month, the simplest math, applied to even two income households, is reason enough to raise alarm. If we were to use gross income as a base, conventional qualifiers for determining “affordable” housing would require an average rent or mortgage payment of \$960.00 per month, for two income households, a shortfall of just over \$700.00 per month in the prevailing market, enough to exacerbate other needs – food, utilities, and child care, among them. The implications of stresses upon social services, coupled with a tax base that cannot feed their coffers, but takes from them, is enough to make the case for strategically sustainable solutions.

It should be noted that, even with an increase in minimum wage, to \$15.00 per hour, this would translate into requiring rents to average \$1440.00 per month, still a shortfall of \$265.00. \$31,137,500.00 represents the cumulative shortfall of the above-mentioned 5% population of wage earners. Compare this to the total approved city budget for fiscal year 2016-17 - \$8,533,462 – and this with reductions totaling just under \$5 million. \$42.9 million is the proposed investment in three areas: public safety, homelessness, and housing affordability. It can be argued that the last two of these greatly impacts the effectiveness of the first.

Further implications, as previously mentioned, of greater reliance and, therefore, greater stresses on already strapped social services, both public and private, give pause to consider alternatives that are less binary and, as such, less prone to leave people out in the cold, figuratively and literally. One such alternative acknowledges expenditures, but considers the possibilities of redirecting a portion of these budgets to investment, not merely in transitional programs in line with their mission imperatives, but to sustained and sustainable programs that serve this turn. The Creative Cooperative Initiative and Program offers some form of demonstrable alternative.

With business development and operations as one integral part of the program, not only will such stresses have

a fighting chance to be relieved, but the residual impact bodes well for a broadened tax base, along with capital generation for participants, programs, and applications in other neighborhoods. Add the benefit of educational integration, as programs in neighborhood schools and as on site after school programs, with development of work skills and careers, and a noticeable impact takes hold.

This is not merely in filling the gaps in art education – without the need to be treated as a line item – but also evident in relief for parents, whose child care budgets would benefit and whose children would learn other critical skills, socialization, a sense of community, job-related skills, punctuality, teamwork, and personal responsibility among them.

This brings us to the Terminal 1 proposal. With a projected budget of \$60-100 million for development and \$15 million for annual operation, the cost alone, even with a public-private partnership, would have been more than enough cause to encourage a cost-benefit analysis and to consider alternatives, whose costs would be comparable, lower, more efficient and effective, and which could utilize phased development to demonstrate proof of concept.

The model reference for T1 development is Haven for Hope, based in San Antonio, Texas. While there are testimonies to success, there are numerous criticisms that should give pause. Security is provided by enclosing the project with a large fence, topped with barbed wire, as well as private patrols. With an average of almost 3 calls for police per day, its effectiveness is questionable. The impression such measures convey is one that conjures images of a prison or refugee camp, not exactly conducive to feelings of hope. The greatest criticism is that Haven for Hope only hides the homeless from public view. Though programs are varied enough and qualifications for acceptance are responsible, staff attitudes are consistently regarded as callous, authoritarian, or indifferent. What begins as hope, through the incumbent bureaucracy necessitated by the sheer size of the project, erodes into little more than added obstacles for those it purports to serve. Life on the streets, at least, affords some semblance of self-determination.

Relative isolation from transportation services, jobs, and shopping add to the concerns about effectiveness as a transitional program. Since the site itself is zoned industrial – exceedingly restricted availability on the water being key – and, with BES stipulations in place only as an industrial site, such a proposal as the one offered is either moot or adds cost to its implementation.

Going back to the proposed budget for developing T1, it should be noted that, by comparison, the Creative Cooperative template would hold the potential of creating not temporary shelter for 1800, but permanent residences, including equity, for as many as 3600 – at the lower projected cost of the large, centralized project.

The annual operating budget for T1 would provide \$125,000.00 per year for underwriting programs integrated into each of 120 communities of the size presented as the template for planning such communities. Note, too, that as many as 24-3600 sheltered bed spaces for itinerant use is included in this plan. Work and teaching spaces, exhibition and performance, meeting and dining, gardens and greenhouses, and common spaces only add to the compelling features and benefits of the Creative Cooperative Program. This operational budget translates into a minimum of \$200 per month, per person, of direct benefit.

Appendix 4 – The Affordable Housing Bond

While the passage of the Affordable Housing Bond measure certainly signals the public recognition of this crisis, nothing has been said of precisely where and how it will be used, other than for conventional development of rental properties. However, as critical as subsidized housing is, there remains the long-term concern of what happens when all moneys are spent. Will we have to revisit this in another decade or two? With economic and political uncertainties in the future, we have no way of forecasting just what the need will be, let alone is cost

or affordability. Earmarking even a small percentage for home ownership, as laid out in this proposal, would offer the benefits of more fixed costs for residents, the only real variable being property taxes. With this, people who would, otherwise, be renters would be paying directly into county coffers. Their businesses would pay taxes and licensing fees. The self-employed would be adding their share. Given that proximity to work, as well as having no rent to pay for work spaces, deductions would be reduced, increasing payable taxes.

A 10% reserve of the Affordable Housing Bond for projects like the CCP would directly establish 818 permanent residences. It would also secure comfortable shelter for another 455 transitional residents. This, while such developments generate other new developments, new residents, new taxpayers, and new hopes.

Appendix 5 – A Municipal Bank

A reliable, secure source of funds and resource for deposits, payments, and accounting is a necessity. However, the use of major banks doesn't seem consistent with the philosophical principles of the CCP or the Affordable Housing Bond. These banks are, at the very least, seen as complicit in creation of conditions leading to the Great Recession, profiting at every point in the process, all the way through finance, foreclosure, bailout, and fines. While it might be argued that they did not create the entire homelessness problem, they certainly exacerbated it. It would seem at odds to further reward them, in spite of their record.

As for community banks and credit unions, while great for the average citizen, they are constrained by regulated collateral requirements on larger deposits. Such constraints would preclude deposits from municipalities, the state, or federal government, among other sources. While there exists a strong contingent, dedicated to the establishment of a state bank, the realistic probability of establishing one in due time is uncertain. A workable alternative would be the creation of a City of Portland Municipal Bank.

The concept of social finance is implicit in the fundamental principles of taxation; hence, its application in the banking sector, from a government directed, but community driven perspective is natural. There is historical precedent, beginning with the establishment of the first National Bank, whose foundation was laid out in Alexander Hamilton's reports on credit, taxes, and manufacturing in the Federalist Papers. The application of principles has been explored by municipalities, notably San Francisco (2011). The Roosevelt Institute has published a report, "Municipal Banks: An Overview", which lays out compelling arguments for why such alternatives are needed and how they can be implemented. Egalitarianism, redistributive justice, workers' rights, and more ecologically sound urban development are key integrated philosophies and issues of capitalization, ownership structure, transparency, and governance are addressed. To this end, certain features of a municipal bank model can support, feed, and sustain the imperatives previously mentioned.

- A lower Net Interest Margin than commercial banks, generally 2.5% versus 4%, means that such savings can be passed on to client/customers, while maintaining profitability.
- Mission-driven economic development, whose benefits better distribute to the citizen base, translates into a broader, more vibrant tax base.
- By providing an alternative to bank consolidation and in partnership with state-chartered financial institutions, affords greater stability for these local institutions, while helping the city's general fund. Typically, half of any profits are retained as capital, with the other half going into the general fund. Such equity could mean as much as 13.5% cycling back into city coffers. Furthermore, according to the Roosevelt Institute report, among other things, this would provide:
 - Relief, particularly for lower income households, from predatory banking and finance practices.
 - Socially equitable, ecologically sustainable economic development.
 - Recapture and recycle local funds, increasing potential immediate multiplier effects in the local

economy.

- Sustained working alternative to bond measures.
 - Low-cost funding pools. A deposit base of city and other area governments, their cash reserves currently in money markets, and making financial arrangements with public pension funds, socially responsible investors, and philanthropic organizations will better enable all profitable missions.
 - Support for land trusts, cooperative ownership organizations and programs, and neighborhood stabilization.
 - Enhance accountability of municipal government to local residents.
- By limiting deposits and loans to programs and organizations, whose missions are consistent with and qualified by municipal bank charter, a retail presence will not be in place, maintaining a market-driven competitiveness for community banks and credit unions.

Through creation of a City of Portland Municipal Bank, programs like the Creative Cooperative Program would not only be better enabled, but they hold the potential of becoming major contributors to its profitability. The opportunity to fund such a charter, with passage of the Affordable Housing Bond, is timely in this and other convergences.

Appendix 6: Categorical Breakdown of Representative Arts, Artisanry, and Craftsmanship

If the Creative Cooperative Program is to succeed in fulfilling its mission of inclusion of diverse representation in the arts, artisanry, and craftsmanship, then a categorical breakdown is the first step. From here, particulars are identified and prioritized, according to the strength of their representative numbers in the community-at-large. Some arts and crafts, admittedly, may fall under more than one category – for example, film and graphic novels. Furthermore, some particular subcategories can be represented by a single, qualified individual, who can offer classes and presentations, based on demand. Culinary arts are a perfect example. It can also be argued that performance arts should all be sub-categorically represented, since they are prominent in desired school curricula.

- Arts
 - Literary
 - Basics – grammar, composition, rhetoric
 - Poetry
 - Short stories, novels, scripts
 - Speech
 - Performance
 - Music
 - Theater
 - Dance
 - Culinary
 - Basics
 - Baking
 - Brewing
 - Soups and Stews
 - Vegetables
 - Meats
 - Sauces

- Media
 - Photography
 - Cinematography
 - Technological
 - Graphics
 - Games
 - Web Design and Development
- Visual
 - Drawing
 - Painting
 - Ceramics
 - Sculpture
 - Photography
 - Architecture
 - Conceptual
- Artisanry and Craftsmanship
 - Baskets
 - Beads
 - Calligraphy
 - Glass
 - Illustration
 - Jewelry
 - Leather
 - Metal
 - Paper
 - Stagecraft
 - Textiles
 - Wood

Appendix 7: Categorical Breakdown of Representative Social Services, Other Services, and Considerations

An even more critical element of success will be drawn from integrating and interfacing a full menu of social and other services. While the objective remains to supplant such services, it is expected that, in many cases and, at least, in the interim, there will be substantial reliance on existing agencies and organizations to deliver to these needs. Whether they are *de facto* or *ex officio*, their active presence in the CCP is a given. With the political climate dramatically shifting to more austerity in social services, the importance of implementing such programs or their equivalent is a necessary undertaking.

Accounting for equity for services offered by CCP residents to each other will be determined by indexing them to prevailing wages within each categorical area. Since time and effort will be considered as a form of in-kind consideration, measuring equity, on a month-to-month basis, will be pro-rated against any values and/or revenues generated within that period. Once generated revenue hits predetermined benchmarks – covering mortgage debt service, for example – then pro-rated monetary remuneration would kick in, coinciding with creating a cash reserve for two purposes, a rainy day fund and funding of subsequent cultural pods. As for

services provided by individual residents to the community-at-large, where fees or donations are involved, 80% of these will go to the provider, with 20% going into the common pool or general fund. Among social and other services, but not necessarily limited to these are the following.

Social Services

- Case Management and Coordination
- Residential and Utility Assistance
- Physical Health and Medical Care
- Mental Health and Rehabilitation
- Food Assistance
- Transportation Assistance
- Job and Business Career Training and Development

Other Public Services

- Education
- Business and Career Development and Operations
- Meal Preparation and Service
- Cleaning and Maintenance
- Adult and Child Care
- Waste Management – Recycling, Composting, and Re-purposing
- Water Management
- Energy generation, distribution, and conservation
- Shopping and Errands
- Security and Monitoring

The addition of any other services to these lists need only be qualified by the definition of social services. Wikipedia offers the following:

“.... a range of public services provided by government, private, and non-profit organizations. These public services aim to create more effective organizations, build stronger communities, and promote equality and opportunity.

Social services include the benefits and facilities such as education, food subsidies, health care, job training and subsidized housing, adoption, community management, policy research, and lobbying.”

Argument can be made that the CCP – and programs that work along its lines – not only qualifies to receive assistance, but is in the best position to turn such assistance (or its kind) into an investment with multiplier returns. Not only is it constructed to deliver to the aims of public services, the full range of benefits and facilities is integrated and interfaced. In this regard, the CCP is holistic, one-stop and, as such is most efficient and effective. Its resident-providers, being in the field – in fact, living in the field – become the direct conduit between program and policy makers and those who those policies affect. CCP is both holistic and agile .

Appendix 8: Feeding Bellies, Bodies, and Spirits

With a centralized, common indoor/outdoor space, serving multiple functions and given zoning variance to accommodate multiple-use, a commercially certified kitchen and service area lends many benefits. Of course, it will function to serve as a place to prepare meals for residents who are challenged, either by disabilities or schedule. However, it can also attract people from the community-at-large, not just for meals, but for socialization, which then begets another dimension to its being a venue for performances and exhibitions. With this in mind, a simple, self-sufficient program, including bill of fare, is necessary.

The first consideration is inventory, followed by a menu that is consistent, easy to prepare, production and service oriented, makes best use of what is available, and is compelling. A solid foundation, allowing for varietal application is in order. In this regard, a specialty base would look something like this:

- Baked Goods – specialty breads, pocket meals, gluten-free specialties
- Desserts – local and CCP sourced ingredients
- Soups and Stews – vegan and vegetarian specialties
- Salads – source from CCP garden, greenhouses, and atrium, as well as local
- Beverages
 - Coffee drinks – roasted on premises; soy and nut milk products made on premises
 - Teas – local source blenders and distributors
 - Natural and carbonated juices – made on premises, from CCP and local sources

There are several cafes and coffee houses that have demonstrated the profitability of utilizing an honor system for payment. What makes it compelling, in the context of CCP, is that no one is turned away for lack of funds. Those most in need would be served and those with means would contribute to its sustainability. What is more is that a compelling menu, combined with this pricing policy, develops the venue for performances and exhibitions and holds potential for drawing higher income, since entertainment schedule would coincide with all hours of operation.

Education in the culinary arts would also be available, with an emphasis on basic skills and healthy, nutritious food preparation.

Appendix 9: Break-Even Summary

At today's rate of 4.16%, a monthly mortgage payment of \$5,391.60 is estimated, with \$10,000.00 down payment (.89% of the total construction cost), an average of \$142.00 per month per permanent residential unit. Using the standard of 30% of monthly income, the average annual reported income of \$8600 (*Fair Trade Music* report, AFM Local 99) would tolerate payments of \$215.00, an overage of approximately 30% necessary to service the debt, amortized over 30 years. Generating revenue through CCP originated programs, at an average of \$100 per month, per permanent resident, would add another \$3800.00 per month. This would be earmarked for reducing the original principle at \$45,600.00 per year. Even with no growth in revenue, coupled with the standardized base payment rate, total debt could be retired in little more than 20 years. An increase of \$100.00 per month, per permanent resident, would cut this timeline almost in half.

While this summary relies upon and is directed toward the residential component and revenue-generating minimums, it pays for approximately double that space – work and teaching, agricultural, exhibition and performance, business, storage, and other common amenities. Each one of these has the potential to add to revenue projections, directly or indirectly.