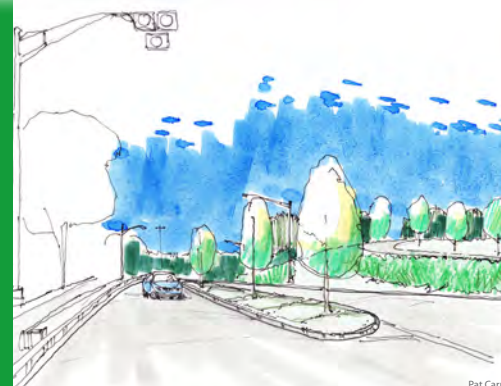




Sergio Gaddar



Anthony Meunch



Pat Carroll



Anthony Meunch

PORTLAND, ME SDAT

Creating a Sustainable Vision for Maine's Most Diverse Neighborhood



Anthony Meunch

AIA Center for Communities by Design

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The American Institute of Architects Sustainable Design Assessment Program



Introduction

In November 2009, the community of Portland, ME submitted a proposal to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT) to assist the city and its citizens in addressing key issues facing Portland's East Bayside Neighborhood. The issues included planning and land use, urban design, transportation, revitalization, preservation and civic capacity. The AIA accepted the proposal and, after a preliminary visit by a small group in February 2010, recruited a multi-disciplinary team of volunteers to serve on the SDAT Team. In March 2010, the SDAT Team members worked closely with local officials, community leaders, technical experts, non-profit organizations and citizens to study the community and its concerns. The team used its

expertise to frame a wide range of recommendations, which were presented to the community in a public meeting. This report represents a summary of the findings and recommendations that were presented to the community.

The Sustainable Design Assessment Team (SDAT) Program

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others.

Today, communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- **Customized Design Assistance.** The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.
- **A Systems Approach to Sustainability.** The SDAT applies a systems-based approach to community sustainability, examining cross-cutting issues and relationships between issues. The SDAT forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.

- ***Inclusive and Participatory Processes.***

Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholders and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.



- ***Objective Technical Expertise.***

The SDAT Team is assembled to include a range of technical experts from across the country. Team Members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.



- ***Cost Effectiveness.*** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance for each project. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top-notch professionals from varied fields.

The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 180 communities across the country. The SDAT program leverages the pivotal role of the architectural community in the creation and support of sustainable livable communities.

The following report includes a narrative account of the Portland SDAT project recommendations, with summary information concerning several principle areas of investigation. The recommendations are made within the broad framework of sustainability, and are designed to form an integrated approach to future sustainability efforts in the neighborhood.



EXECUTIVE SUMMARY & INTRODUCTION

J. Todd Scott

The East Bayside Neighborhood is one of the most intriguing areas that many of us have worked on in New England or elsewhere. It is encountering many difficult issues that much of the rest of the nation is working on – immigration; deteriorated, inadequate and poorly designed infrastructure; rising sea level potential; unemployment and underemployment; and economic stress. Many communities deal regularly with two or three of these issues, but for East Bayside they're all present and concentrated. We were asked to come to Portland and to look specifically at the East Bayside Neighborhood and its possibilities for a brighter future as part of the AIA's Communities by Design SDAT program. SDAT has some specific tenets which it follows. For us, sustainability means community sustainability, and includes three legs – social equity, economic development, and environmental stewardship. These tenets are even more critical in a neighborhood like East Bayside. SDAT is particularly effective because we follow these principles:

- Use a multi-disciplinary team;
- Arrive from outside the community so we can offer an objective opinion...we have no permanent stake in this community, so we can really tell you what we think; and
- finally, the best part...we really try to involve as much of the community as we can...from organizations and governments to residents, employees, and families. It's extremely important for us to hear from as many of these as we can.

In this report we'll attempt to address as many of the issues that our team felt was most critical to the success of East Bayside. On our initial visit to Portland I told the community, as team leader, that our SDAT team wanted to help determine how to

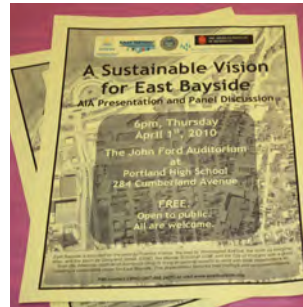
stitch East Bayside back into the fabric of the city; physically, socially and economically. The neighborhood has many barriers to cross if this promise is to occur. Franklin Arterial was identified as the prime physical barrier, and in this report Seleta Reynolds addresses this difficult issue, including insight on the City's existing crosswalk policy and its need to incorporate the latest understanding and research about effective and appropriate placement of crosswalk treatments. The inadequate sidewalks and lack of community gathering places throughout were also identified as potential parts of the existing infrastructure to improve, and Pat Smith begins her assessment of this problem by simply stating "Put people first; places will follow." She further encourages the cultivation of places where people can come together, and indicates that you should start where these places are already happening and need just a little help (furthermore, don't mess with the ones that are working)!

But physical infrastructure was only the most visible barrier for East Bayside. Significant immigrant populations are perceived as having difficulties assimilating or communicating with the broader community. There are keys as to how to engage these communities, and both Rich Goll and Reemberto Rodriguez will offer critical advice in this matter. What much of it boils down to though, is summed up in the words of Rich Goll: "Like location, location, location is real estate's mantra, relationships, relationships, relationships needs to be the mantra of neighborhoods and community development." And for improving the economic opportunities in the neighborhood, Neil Takemoto has taken a bold step by step approach for his crowdsourcing recommendations. He further advocates the need for just one

organization to be primarily accountable, otherwise no one will feel they have to be. It's likely this organization is the relatively young East Bayside Neighborhood Organization. It has the capacity, the leadership, and the desire to move forward. For now, there are some basic parameters we as a team feel are important for the East Bayside Neighborhood Organization to adhere to when they approach the issues present in the neighborhood:

- We hope to spark the imagination of those in the community to own the possibilities in East Bayside.
- We hope to have everyone believe he/she can make a difference.
- We hope to help those in the community to understand that those who have not participated in the process are as important to community success as they are.
- We want you to feel that things will continue to improve.

This document is intended to be a road map for the future of East Bayside (and resultingly, downtown Portland in general). Some of these items will take years to accomplish. Some can be done tomorrow. You CAN do this. It's not going to be easy, but you can. And it's going to be YOU. It's your neighborhood, and while there are people outside the neighborhood willing to help, you are the ones that will make it happen. In these economic times, organizations and governments have much less capacity to help. So those opportunities are going to be fewer and farther apart. And finally, the best word of advice, from our teammate Reemberto Rodriguez, "High expectations can mar sensible progress. Celebrate small victories." I look forward to following East Bayside's progress for years to come, and hope to help you celebrate some of the myriad of small and great victories I believe you can accomplish.



ISSUE 1:YOUTH DEVELOPMENT & ENGAGEMENT

Richard Goll

Youth & Development Introduction

Neighborhoods are a mixture of infrastructure (what has been built), history, social capital and what I call chatter. All four of these aspects have both an internal and an external component. The internal component relates to the impact experienced by those who live, work, serve or visit East Bayside. The external component relates to how those not directly related to the neighborhood perceive it.

The infrastructure aspect creates the look of the neighborhood as well as contributing to how the people feel about it. When a neighborhood's structures and connectors are in bad condition or impede optimal livability it will create negative chatter among the residents and those living outside the neighborhood. Much of this report addresses ways to improve East Bayside's infrastructure.

The history of a neighborhood often creates a learned mindset that can paralyze residents into thinking a certain way. It also can impact how external decision makers act when policy or other decisions are made that will impact that neighborhood. The chatter that is created by a neighborhood's history can both be accurate or inaccurate. Because people very often make decisions based on what they perceive as the true history, it is critically important that they take the time to learn the true realities.

A neighborhood's social capital refers to those who live, work or in any way interact with that neighborhood. Internally these include residents, neighborhood merchants, those who enter the community to provide a service and even those who visit either

the families living there or who frequent the businesses. Externally it includes anyone who has the authority to make decisions that impact the neighborhood as a whole or any part of that neighborhood's infrastructure, history or people. Often, only wealthy neighborhoods are viewed by a city as resources to their decision making. Struggling, (whether real or perceived), neighborhoods rarely have the social capital needed to influence a city's decision making. Finding ways to change this reality is key to a neighborhood's revitalization efforts.

And finally, the chatter. All aspects of the community create chatter. It exists regardless of what you do. It can't be stopped, but it can be influenced. What this report does is provide you with strategies that are designed to redirect the chatter, to move it from reactive and negative chatter to positive and proactive chatter. The first step in making this shift is to identify what's working and to find ways to do that in all of the four aspects.

What's Working in East Bayside

Observations made during the team's visit to the East Bayside neighborhood, combined with the information that was provided before we arrived and while we were in town, and with the roundtable discussions and the neighborhood dinner meeting allowed me to draw the following conclusions. Focusing the majority of the neighborhood's energy and efforts on these "what's working realities" will allow all stakeholders to move proactively towards a more thriving neighborhood and a better relationship with the city as a whole.

1. There already exists an overwhelming desire to improve the relationships

among those who live and work within the neighborhood. This impacts every one of the four aspects. Like “location, location, location” is real estate’s mantra, “relationships, relationships, relationships” needs to be the mantra of neighborhoods and community development.

2. Many who live and work in East Bayside understand the importance of coming together and finding common ground. One of the East Bayside Neighborhood (EBNO) most important responsibilities needs to be to continue finding ways to create an ever-increasing number of opportunities for residents and business owners to find common ground.

3. There is a very positive relationship between the community police officers, the police department and those who live and work within the neighborhood. The Senior Lead officer assigned to the neighborhood, Officer Gayle Petty, lives in the neighborhood. The Chief of Police will soon be reducing her patrol duties to free her up to do more community policing responsibilities. This is a very unusual set of realities that should be nurtured and developed as much as possible. In many neighborhoods, police-resident relationships are often a barrier that simply can’t be overcome.



4. There are a significant number of community-based organizations that are already offering a wide variety of services, supports and opportunities for those who live within the neighborhood, especially the young people living there. Some of the service providers actually live within the neighborhood. The need for more services is less important than having those services that are doing a good job to work together to fill some of the gaps.
5. Based on input from Christine Thibeault, the chief prosecutor for Juvenile Crime in Maine’s District Attorney’s office, her office has recently adopted a positive youth development approach, which, if fully embraced, should greatly reduce

the numbers of minorities who become “part of the system”. Since East Bayside is the most diverse community in Maine it could become a model for the application of these new approaches. Upon further investigation Officer Petty and the District Attorney’s office are already working closely together. As Officer Petty’s time is freed up her ability to build this relationship’s effectiveness will increase.

6. Another thing I learned was that many of those who live in the East Bayside neighborhood don’t agree with the negative image that those outside the community have about their neighborhood. Most are very committed to changing that perception.

7. A tremendous asset to the community is located within the neighborhood boundaries. The Root Cellar is a community gem because most residents perceive it as a safe gathering place for all. While faith-based, it doesn’t appear they are pushing a specific



religious message. Based on the 213 very diverse people who attended Tuesday’s dinner meeting, they have the ability to get people out. The neighborhood can certainly build on this partnership as it moves forward.

8. While I didn’t have time to communicate with large numbers of people, those with whom I did speak and those who spoke at the dinner, indicated a love for the diversity that the “new Mainer” populations bring to the neighborhood and they also indicated that they want to find ways to reduce the tension that also comes with that diversity.
9. The wealth of long-term relationships that have been formed among residents and with service providers and local businesses will be a positive asset as the neighborhood moves forward.
10. An unexpected plus for the neighborhood and the city as a whole has been

the recent arrival to Portland of the Red Claws, a NBA Development League team. The team has “adopted” the East Bayside community and offers a lot of mentoring services as well as fundraising support. The players also provide a great example for the youth living in the neighborhood.

11. There are a significant number of individuals who have artistic talents who are living and working in the neighborhood. This provides the EBNO with wonderful opportunities to connect the neighborhood’s young people in more creative opportunities. These opportunities can be both good for the individual and the community.
12. While the neighborhood was unfamiliar with the power of engaging young people as contributors to the neighborhood, when residents and service providers were exposed to the concept at the roundtable sessions they became very excited.
13. The perception that East Bayside is a crime-riddled neighborhood is simply not supported by the crime statistics. And it is certainly not the case that young people are committing a great deal of crime in the neighborhood. To begin with, those living in East Bayside represent 4% of the city’s population, but commit only 3% of the crime. And even more astonishing is that there were only eight juvenile arrests recorded in East Bayside over the last three years.
14. There is a new, 3 years this May, East Bayside Neighborhood Association (EBNO) that is energized, focused and relational. They have identified their primary purpose as creating and maintaining a safe neighborhood; taking advantage of funding opportunities for neighborhood revitalization; and helping low-income, elderly, and disadvantaged members of the community to thrive. They have already accomplished the following:
 - o The EBNO Crime Watch: A crime prevention program that has created packets containing home security and Crime Watch information which were distributed to East Bayside residents and local businesses to educate them about crime and encourage them to take steps to keep themselves and their neighborhood safe.

- o East Bayside’s Annual Neighborhood Block Party in June 2008 & 2009. This event is a celebration of all things East Bayside and a chance for members of the community to come together for food, music, and civic engagement.
- o The Re-Design and Improvement of Peppermint Park was done through a partnership with the Department of Recreation and Facilities Management. The improvements provide a welcoming, relaxing, engaging, natural space for residents of all ages while decreasing criminal activity in the area through environmental design.
- o A partnership with the Muskie School of Public Services at the University of Southern Maine and the City of Portland to develop a winning proposal for support from the American Institute of Design that has produced this report.

Basic Youth Development and Engagement Principles and Practices

When a group can begin from a place of “what’s working”, it increases the likelihood that stakeholders will be open to try new discoveries and experiments rather than simply relying on the status quo. To this end, I present the following principles and theories regarding working more effectively with the East Bayside youth population.

Spectrum of Attitudes

Bill Lofquist, a community development specialist for the past 50 years, developed the Spectrum of Attitudes theory in the 80s to describe relationships that are not equal. These relationships can be varied: boss-employee; parent-child, elected officials-citizens; staff-client, etc. While the theory applies to the relationships between any two people, it is especially powerful when looking at the relationships that exist between adults and young people. If you are going to involve young people in the

work of the East Bayside neighborhood it will be important for you to understand the implications of the Spectrum of Attitudes theory.

Lofquist found that there are three distinct attitudes that adults have regarding young people. The first is the **object attitude**. The basis of the object attitude is that an adult(s) “knows what’s best” for a young person or group of youth, and that they have the right to determine the circumstances under which these youth function. The primary reason to approach a young person this way is to ensure their health, safety and to begin to help them form an understanding of appropriate behaviors. An example of when approaching a young person with an object attitude is appropriate is when an adult keeps a child from touching a hot burner. Problems occur when an adult(s) become so comfortable with the object attitude that they use it in circumstances that are not appropriate or necessary. This is especially true when a young person has been identified by someone as “at risk or problematic”. Even entire institutions can assume object attitudes. An example in some communities is the Juvenile Justice system.

The second is the **recipient attitude**. The basis of the recipient attitude is that an adult(s) has something of value and believes that providing it to a young person will be good for that young person. The motivation of the adult is less driven by a need to control and more from a desire to provide. The primary reason to approach a young person this way is to assist them in their personal growth and educational development. While this is a very honorable attitude for an adult to have, problems

occur when an they become so comfortable with being in the role of provider that they fail to recognize when the young person is capable of providing rather than merely receiving and when the adult considers teaching more important than learning. Schools often become mired in the celebration of the recipient attitude.

The third is the **resource attitude**. The basis of the resource attitude is that an adult(s) believes that young people bring something of value to a given situation and that allowing them to become engaged will enhance the outcomes of their efforts. The most important reason to use this approach is to access the incredible gifts that young people can contribute. While this is also a very honorable attitude for an adult to have, problems can still occur when an adult goes too far and abdicates all decision-making to a young person who is incapable of handling that level of responsibility. The most effective way to honor young people as resources is to enter into a partnership with them, ensuring that the gifts of everyone are fully and appropriately utilized.

It is important that everyone realizes that all three types of attitudes may be appropriate depending on circumstances. Problems occur when an individual or organization becomes too comfortable within any one of the three attitudes. Both the object and recipient attitudes are ones that focus on what is good for the individual young person, while the resource attitude focuses on what is good for the situation.

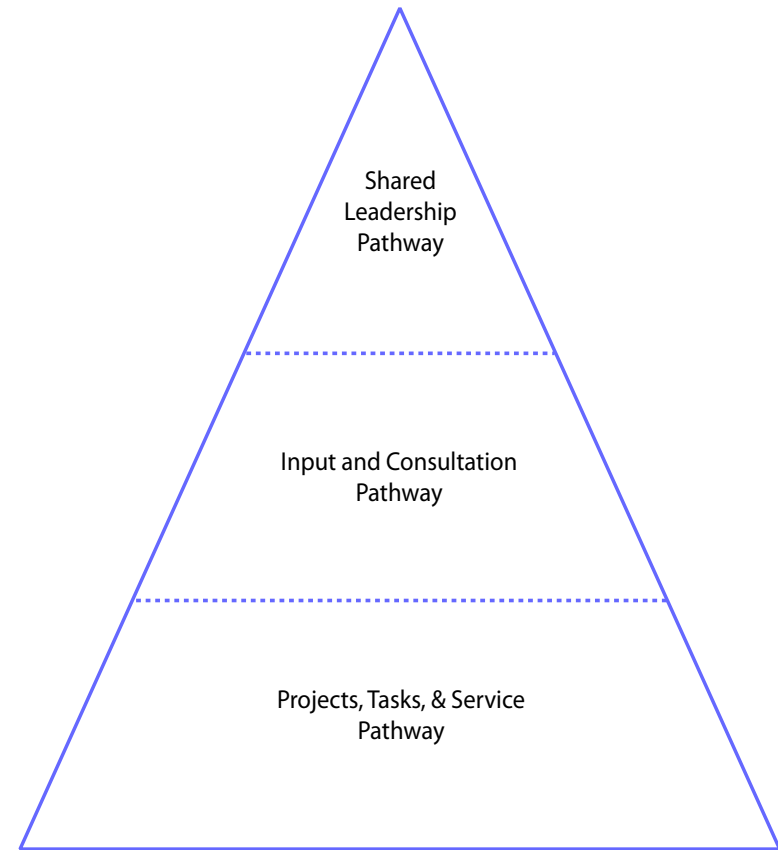
It can be easy for the adults in a neighborhood to view youth only from an object or recipient attitude. Finding meaningful ways to engage young people in the life of

the neighborhood enhances the dynamics between youth and adults, increases the number of stakeholders working to make the neighborhood a better place and in turn also builds the skills and confidence of the youth who are engaged. Neighborhoods that have successfully and meaningfully engaged young people have learned that while it may be more work, the benefits far outweigh the challenges.

Youth Engagement Framework

The award winning Youth Engagement Framework created in Hampton, VA is now operating in hundreds of other communities across the country. While simple in appearance, when fully incorporated into the fabric of a community, it will ensure that every young person has the opportunity to make meaningful contributions to the overall community. And when an ever-increasing number of young people are meaningfully engaged, communities begin to experience reductions in high-risk behaviors and increases in thriving behaviors. The principles of a youth engagement framework work at a citywide, a neighborhood, or an organizational level.

Within any engagement opportunity, people choose to participate at varying levels, depending on interest, availability, skill, or the ultimate goal of the activity in which the participant is engaged. For young people it is no different; yet, most adults limit their vision of a young person's level of interest and their potential to help others or impact the community. The three "pathways", beginning with the base, describe an increase in the complexity of the role of the young person as an engaged citizen and a corresponding potential for impact on community change.



Projects, Tasks, and Service

The myriad volunteer activities available to young people to be helpful and serve others constitute the first pathway of the framework. Most communities have a host of these opportunities, scattered throughout the youth-serving and civic institutions. They are short-term, often "hands on," activities requiring few specific skills and minimal training.

The Projects Pathway can offer an almost unlimited variety of options for participation with specific issues that offer a positive experience to individuals. Young people

participating in projects, tasks, and service within a neighborhood can provide mentoring or tutoring support to younger kids, collect canned goods for a food drive, conduct surveys, help organize and participate in neighborhood clean-ups and recruit their peers to get involved. They are making a difference by giving of their time and talent or providing a needed service to the neighborhood.

Input and Consultation

This pathway is an advisory function. Here young people enhance the decision-making and problem solving of adults by adding a “youth voice” into processes usually dominated by an “adult only” perspective. Although adults ultimately maintain the authority to decide, the unique perspective provided by young people impacts those decisions. Advisory opportunities can be short or long-term commitments, generally requiring skills in listening, presentation, and analysis of the issues in question, which may be broad or specific in nature. Where Project Pathway activities often impact an individual who is the recipient of a community service such as tutoring or volunteering in a nursing home, Input Pathway activities usually impact groups or organizations that benefit from the input provided. The youth-serving organizations, schools, local businesses and the East bayside neighborhood may provide opportunities for advisory-based engagement in the form of focus groups, advisory boards, and opportunities to assist in data analysis and program development.

Shared Leadership

This pathway offers the greatest potential for impact on community change. Here youth work “shoulder to shoulder” with adults, sharing responsibility for activity and

outcome. Many take on leadership roles far beyond those normally afforded others of their age, thus changing neighborhood norms of who is “at the table.” This type of engagement carries a greater need for skill and commitment, and usually implies a focus on broader areas of impact—policy, strategic planning, systems change. East Bayside young people in the Shared Leadership Pathway may serve on the EBNO Board or serve as lobbyists or activists for issues impacting the neighborhood. Wherever they choose to focus their energies, they become part of deliberative processes focused on the decision-making that impacts the lives and wellbeing of the youth in the neighborhood and the neighborhood as a whole.

Each pathway is an important element in an overall framework of youth engagement. The arrow on the right side of the diagram points to an increase in potential opportunities offered and the corresponding number of potential participants. The arrow on the left indicates the increased potential for neighborhood change and the corresponding need for higher levels of skill. While the number of individuals tends to decrease with opportunities further up the triangle, the potential for impact increases. It is also important to recognize that the lines separating the pathways are broken, indicating that a young person can easily move from one opportunity to another, or could even serve in two different pathways within a single opportunity.

For the East Bayside neighborhood to significantly influence the trends away from increased high-risk youth behaviors to increased thriving behaviors all three pathways of activity must be available, and meaningful. This increases the possibility of

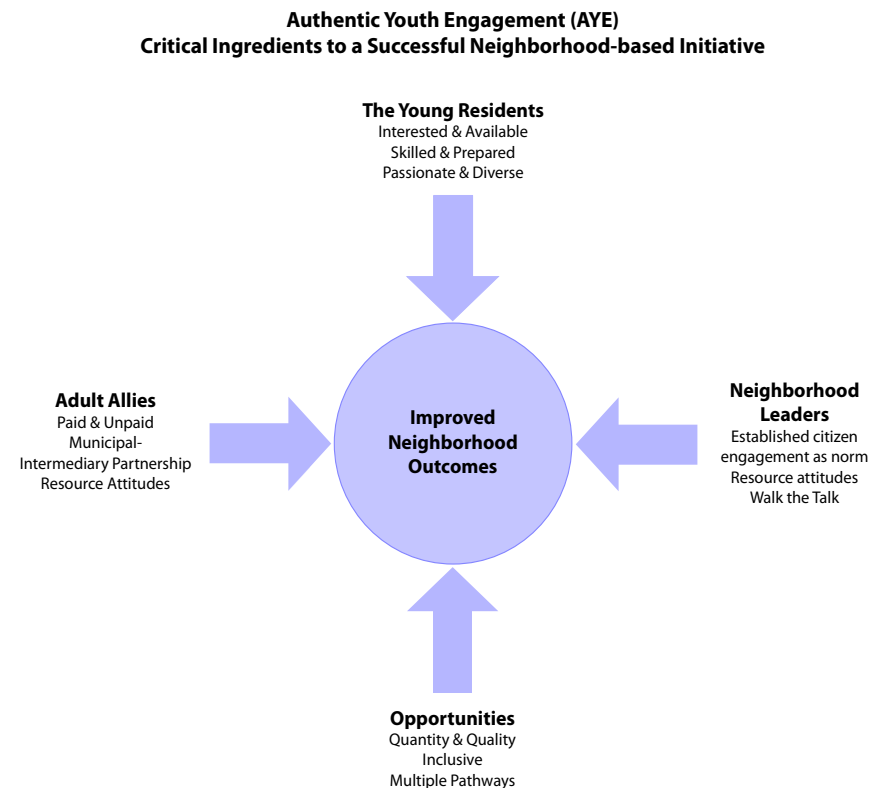
attracting the greatest variety and number of youth, and it increases the potential for impact on multiple issues of social concern. Most importantly, neighborhood leaders will need to shift their beliefs from only wanting to do this because it will be good for the young people, to doing this because it will be good for the neighborhood. When something is good for the neighborhood it will be good for its young people. Truly embracing a resource attitude will be critical to any efforts to embrace the youth engagement framework.

Like adults, many young people want to participate only in the Project Pathway. Their desire for meaningful involvement may coincide with limited available time or different interests, yet it still must allow them roles as engaged and competent citizens. A strong foundation of these activities will provide the scope of opportunities for youth to test their affinity toward civic involvement; the more opportunities, the more young people can find something of interest to them. This type of engagement is the very core of community-based volunteerism. Once involved, opportunities open up for young people as they are exposed to new information, new skills, and new relationships. As they gain confidence, experience success, and taste the excitement of impacting change, their interest grows in the other pathways. If the scope of opportunities is crafted as a system, the likelihood for movement within and among the pathways increases. Often adults will notice youth volunteers who have passion for an issue and refer them to advisory opportunities. Young people who never would have considered serving on a board are exposed to new volunteer

service opportunities. The result is a rich and diverse pool of youth leaders, passionate about their role in their neighborhood.

Critical Elements for Authentic Youth Civic Engagement

The following diagram represents the elements that are needed to create an affective youth engagement framework. It is not just about creating opportunities and putting kids into them. It is creating a system that must have neighborhood leaders who support it and embrace resource attitudes and other adults who can provide opportunities, training, and overall support. When all of these elements are in place and coordinated, young people will have the support and guidance needed to feel safe and willing to contribute.



A neighborhood-based AYE initiative invites young residents of East Bayside to be major contributors to the civic process through meaningful roles in neighborhood policy, planning and decision-making that can lead to improved outcomes for youth and community. An AYE initiative can only thrive in a climate of reciprocity and respect where young people, in partnership with adults, are prepared and supported to tackle relevant issues that can impact change. And an AYE initiative ensures that young people are seen as resources to a larger goal of improving outcomes for youth and the neighborhood.

To get started neighborhood leaders need to be willing to use their platform to promote youth voice and leadership in the neighborhood and to be committed to listening to youth voice and acknowledging what they heard.

Finally, the neighborhood and its partners must find ways to ensure that both the youth and adult participants have access to the training that will be needed to ensure success. This training could come from any number of the community-based organizations already supporting East Bayside.

Youth Development Principles

Youth development is the ongoing growth process in which all youth are engaged in attempting to meet their basic personal and social needs to be safe, feel cared for, be valued, be useful, and be spiritually grounded, and to build skills and competencies that allow them to function and contribute in their daily lives.

The above definition describes youth development as a process that all young people go through on the way to adulthood. As the definition implies, it is a process or journey that automatically involves all of the people around a young person—family and community. A young person will not be able to build essential skills and competencies and be able to feel safe, cared for, valued, useful, and spiritually grounded unless their family, neighborhood and community provide them with the supports and opportunities they need along the way. Thus, youth development is also a process in which family, neighborhood and community must actively participate.

Youth development, then, is a combination of all of the people, places, supports, opportunities and services that most of us inherently understand that young people need to be happy, healthy and successful. Youth development currently exists in a variety of different places, forms and under all sorts of different names.

East Bayside has a number of people, programs and institutions already involved in youth development and working toward positive results in the lives of the neighborhood's youth. Some have clearly defined these desired positive results—or outcomes—in an attempt to more effectively work toward them. There are many efforts to define the outcomes of youth development, and while language may differ from place to place most express the results that most people want for their own children. These outcomes include, but move above and beyond the academic skills and competencies, which are the focus of most schools. The Center for Youth Development & Policy Research has identified those outcomes as the following:

Aspects of Identity

- A Sense of Safety and Structure
- High Self-Worth and Self Esteem
- Feeling of Mastery and Future
- Belonging and Membership
- Perception of Responsibility and Autonomy
- A Sense of Self-Awareness and Spirituality

Areas of Ability

- Physical Health
- Mental Health
- Intellectual Health
- Employability
- Civic and Social Involvement

If East Bayside is truly serious about increasing the likelihood that all of its youth residents have the potential to fully develop and thrive, it needs to work with the families and organizations that are serving the youth of the neighborhood to embrace the above outcomes for their efforts and work.

There are a number of well-known factors in youths' lives that contribute to reaching these positive developmental outcomes. The Search Institute has identified 40 assets, internal and external, which form a foundation for healthy development of young people. The 40-asset framework covers eight categories (support, empowerment, boundaries and expectations, constructive use of time, commitment to learning, positive values, social competencies, and positive identity) and provides communities a tool to measure these assets in their youths' lives.

The leaders of East Bayside will know if the youth serving people, programs and institutions operating within their neighborhood are engaged in youth development if there is strong evidence of the following practices:

Supports: Motivational, emotional and strategic supports to succeed in life. The supports can take many different forms, but they must be affirming, respectful, and ongoing. The supports are most powerful when they are offered by a variety of people, such as parents and close relatives, community social networks, teachers, youth workers, employers, health providers, and peers who are involved in the lives of young people.

Opportunities: Chances for young people to learn how to act in the world around them, to explore, express, earn, belong, and influence. Opportunities give young people the chance to test ideas and behaviors and to experiment with different roles. It is important to stress that young people, just like adults, learn best through active participation and that learning occurs in all types of settings and situations.

Quality services: Services in such areas as education, health, employment, and juvenile justice that exhibit: relevant instruction and information, challenging opportunities to express oneself, to contribute, to take on new roles, and be part of a group, and supportive adults and peers who provide respect, high standards and expectations, guidance and affirmation to young people.

Youth development is not a highly sophisticated and complicated prescription for "fixing troubled kids." Youth development is about people, programs, institutions and systems who provide all youth—"troubled" or not—with the supports and

opportunities they need to empower themselves. In a neighborhood with such a rich diversity of youth, this will require youth development in all shapes and sizes.

Recommendations for the East Bayside Neighborhood:

Now that I have identified what I experienced as already working within the neighborhood (Obviously during a three day period I wasn't able to identify all of what's working) and shared some of the basic principles of youth development and engagement, I want to present some recommendations that I believe will allow the neighborhood to increase its ability to move more quickly to thriving. Some of these recommendations focus on the overall system and some are more specifically targeted.

Enhancing the Effectiveness and Reach of the EBNO

After talking with both Belinda Ray and Alex Endy regarding the makeup and role of EBNO and after visiting its website, I would make the following three recommendations to enhance the organization's effectiveness.

1. I recommend that since most of the new Mainers reside in the public housing sections of East Bayside that an attempt be made to more formally align the EBNO and the Tenant Council. This alignment should increase both groups' ability to serve the entire neighborhood. It will also help to bridge the gap between new Mainers and the more long-term residents. I believe that the primary purpose of these joint gatherings should be relationship building and exploring ways to work together. It is my opinion that they should not be used to air grievances, point fingers or find fault.
2. I also recommend that the EBNO add three (3) additional members to its Executive team. I recommend that two of these new members be new Mainers

and one be a young person between the ages of 20 and 30. When selecting, make sure that you pay attention to the cultural realities of the individual you select. Make sure that the people selected, are individuals that will be listened to by those you hope he or she will represent. I suggested a 20-30 year old rather than someone under 20 because I believe it would be best to ease into the youth engagement effort. Your first duties following the addition of these three new members will be to find common ground, regardless of how long this takes.

3. I would also create, if one doesn't already exist, a vision statement for the neighborhood. You already have a mission statement, but I could find no vision statement anywhere. A vision is a statement about what your neighborhood wants to become, what it will be in the future. It should resonate with every resident and help each feel proud, excited, and part of something much bigger than themselves. A vision should stretch the neighborhood's capabilities and image of itself. It gives shape and direction to its future. It is not how you intend to get there—that is your mission. Visions range in length, but most visioning experts recommend shorter vision statements because people will tend to remember and embrace them more easily. Vision example: East Bayside, a place that all are proud to call home.

People Mapping

I recommend that an effort be made to better understand what each East Bayside resident and business owner can offer to make the neighborhood a better place for everyone. People Mapping is a strategy that allows people to share things about themselves that are less known than the more obvious "gifts" they have. The examples I used in the team's final PowerPoint presentation were that Officer Petty, a very gifted police officer, also has a passion for photography and Alex Endy is also a puppeteer and a sound board technician. While not everyone will want to share their "gifts", it can be made into a fun neighborhood effort that can stand alone or be linked to another

event, such as a block party. People mapping can also be a project done by youth and adult teams. People Mapping is a five step process:

1. It begins by having the EBNO decide that it is an initiative it wants to undertake. I suggest this because it will have more credibility if it is a formal process that is endorsed by the EBNO and connected to its vision.
2. Once the EBNO decides to do a People Mapping project it will need to develop a marketing strategy, determine how the information will be gathered and how the information will be stored and updated. The marketing strategy needs to take into consideration people's reluctance to share personal information and their fear about how the information will be used. You need to ensure that sharing the information is not a commitment to offer the "gift" when asked. You need to connect the effort to the neighborhood's vision.
3. Next you create a very simple form for people to complete. It should include their name, address and the gift(s) they would like to share with the neighborhood.
4. Collecting the data is the fourth component of the People Mapping process, the most important and most difficult. However, the real beauty of the collection process is that it gets people who may have never interacted with a certain person, becoming acquainted. It is first and foremost a relationship building process. When done by youth and adult teams it also becomes less threatening to individuals not used to sharing about themselves.
5. The final component is using the information in ways that will enhance the neighborhood. Using the Officer Petty example, she could get a group of young people from the neighborhood to take pictures of East Bayside that could be used in brochures or hung in an exhibit in the Zero Station gallery. Alex's puppeteer skills could be used at the annual block party.

The key to a successful People Mapping effort is that everyone understands that the greatest benefits of People Mapping are that it builds relationships and that it creates a data base of skills that can be used to improve the neighborhood.



Enhancing Relationships

I recommend that the already existing partnership between Lead Officer Petty and Christine Thibeault, the chief prosecutor for Juvenile Crime in Maine's District Attorney's office, be expanded to include representatives from the EBNO, the Tenant Council (TC), youth serving organizations that serve the neighborhood and selected youth from the neighborhood. Since the DA's office is committed to a youth development approach I believe this approach would be agreeable to all parties.

Some thoughts about this partnership:

1. I believe the partnership should find ways that the youth of the neighborhood can be part of making the neighborhood a safer place for everyone and a place that promotes thriving. If young people aren't part of the social contract, they will find no reason to follow it.
2. I believe that it is important to make this a very organized process, one that has the buy in of multiple service organizations who are willing to work together for a common goal. By having the EBNO and the TC involved it makes it more of a neighborhood project rather than just a youth specific project.
3. I would also try to enlist the Red Claws in some way because of their ability to get some of the teens involved. Whatever strategies the group embraces they must be ones that incorporate fun activities throughout. The strategies should also begin with what's working and how do we do more of that.
4. It should not be labeled a youth crime reduction effort, especially publically. That will destroy its potential from the outset. Market it as a community development initiative or youth and adult partnership.

Building a Youth Engagement System Within East Bayside

I recommend that the East Bayside neighborhood begin to create its own youth engagement system. Since about half of East Bayside's residents are under the age of 21, I believe a youth engagement approach will allow many of these young people to

become meaningful contributors to the neighborhood's vision. Youth engagement approaches, however, are not easy to implement and sustain. Since the EBNO is not staff rich, it will be necessary to find an organization that is willing to champion this approach and to provide the training that is needed for the youth and adults to partner together successfully.

In the short time I spent in Portland I was not able to determine if there were any organizations that understand youth engagement and have any experience in managing such an effort. There is an active, albeit not very empowered, Youth Advisory Council for the City of Portland (The Youth Advisory Council Coordinator is William Nelligan and the Council can be found on Facebook under City of Portland Youth Advisory Council). The EBNO may want to contact them to determine ways to partner. Another possibility is that Portland was a recipient of a Youth Innovation Fund, which was designed to get youth involved in issues about how they were being represented in the media. YOUTHink appears to have been a successful venture, but has since ceased being funded.

Because of my lack of ability to identify an organization to assist you in this process I suggest the EBNO proceed slowly. The following are my suggestions:

1. Using the youth engagement framework presented earlier, I recommend that you recruit and convene a group of 5 to 6 teenagers from the neighborhood who will serve as your advisors. These young people should have the ability to interact comfortably with adults and be willing and able to confront issues directly and openly. This group of youth and adults would identify 2 or 3 Project Pathway opportunities, 1 or 2 Input and Consultation Pathway opportunities,

and the group itself would serve as the Shared Leadership Pathway opportunity.

2. Identify someone who can train the EBNO and youth in the principles and practices of youth development and engagement and how to create a sustainable youth engagement framework. I hesitate to recommend someone until you determine if that person exists locally. If not, I will help you identify someone who would come to you. I believe that funding for this individual could be identified fairly easily. I estimate that the training would not need to exceed two days.
3. Once the opportunities are identified, the goals are established and the training is completed, recruitment can begin. Each opportunity can be advertised and personal contacts with young people can be made. The key is not to get the most difficult young people to participate. You want to start with those youth who are interested in the issue being addressed by the opportunity. Remember, this is more about helping the community than about helping kids.
4. As the opportunities take place, make sure success is measured by assessing if the goal was obtained or not. You can measure other outcomes, but they have far less value. So when identifying an opportunity's desired outcomes make sure they are realistic and addressing some form of change in those impacted, rather than those providing the service.
5. As success is reached, begin to add opportunities. Use the People Mapping information for the recruitment of both young people and adults. Don't do too much. It is just as dangerous to the overall success of the initiative to do too much, as too little.
6. Make sure that people are thanked and that the opportunity's outcomes are celebrated publically.

Closing Comments

It was a joy to learn about the East Bayside neighborhood and to meet so many people who are dedicated to making the neighborhood one that is and continues to be moving to thriving. I have no doubts that there will continue to be an ever increasing

number of positive relationships built, which over time will shift the neighborhoods chatter from negative to positive. Good luck!

ISSUE 2: REVITALIZING FOR SUSTAINABILITY

Reemberto Rodriguez

Of Clocks and Clouds

Connecting a community to work towards a robust, revitalized neighborhood is hard work. To have a community where people from so many different walks of life come together both intentionally and by happenstance is something that does not normally or naturally occur in most places. What East Bayside is trying to do has not worked very well anywhere in the world other than certain ports of entry (some parts of San Francisco and New York, for example.) More often than not, culture segments gravitate towards their own; most of us would prefer to hang out with our own kind. This is the case however you slice our culture: by age, ethnicity, social strata, or even tenure in place.

Yet, in East Bayside as in a growing number of communities in the United States, many of the residents are embracing the values of togetherness, collaboration, and partnership across age, ethnicity, social strata and tenure in place. This is not easy. Challenging what some might term the 'human intuition' to 'stick with our type' is not a linear process; there is no quick fix; there are no clear and concise solutions.

This process is not like clockwork. Clockwork implies firm technical solutions: turn the dial and it is done; set the timer and let it go. Rather, this process is much more like a cloud. It is not a linear process. It is not necessarily efficient. It is messy, fraught with false starts, wrong turns, and wasted times. But, like the cloud, it can bring much needed rain or sunshine.

TOLERATE

ACCEPT

REJECT



EMBRACE

Dial of Relationship

Much of this work is about relationships: building, nourishing, and strengthening them. In the "dial of relationship", which goes from rejection, to tolerance, acceptance, and embracing, most in East Bayside seem to have chosen "full steam ahead": embracing. That is a noble, commendable, wise, and economically savvy decision.

Only cutting through the issues that divide you and finding where the agendas of the different segments of the community intersect will you move forward across age, ethnic, social strata, and tenure status. You could have chosen to reject the newcomers; only tolerate the youth; merely accept those from other cultures, yet it is evident that a critical core of stakeholders in your community embrace the changes at hand and are willing to work towards a thriving community that benefits all community members.

Caution! Caution! Beware!

As mentioned earlier, this process is hard and difficult. Along the way, major stumbling blocks will appear that can derail good intentions. Key among these are:

- Moving too fast too soon: The new immigrant population in East Bayside is barely a decade old. Given the community's commitment to refugees, newcomers will continue to constantly arrive. There is no "instant integration formula". It is critically important that newcomers be given the space to share and participate at their pace.
- Unrealistically high expectations: The process will not be perfect. High expectations can mar sensible progress. Celebrate small victories; identify little things that mean a lot.
- Demanding instant results: Our culture is incredibly anthropologically complex. There is simply no quick-fix to most any of the issues facing East Bayside. While a new mural may help create a sense of community ownership, it will not erase years of disenfranchisement.
- Over-analysis: Analysis is certainly necessary, but there is a point when it is necessary to make a decision and move on. Beware of paralysis by analysis.
- Demanding too much data: Data is critical to the analysis. However, too much information can be overwhelming and ultimately too problematic to comprehend. Beware of death by data.

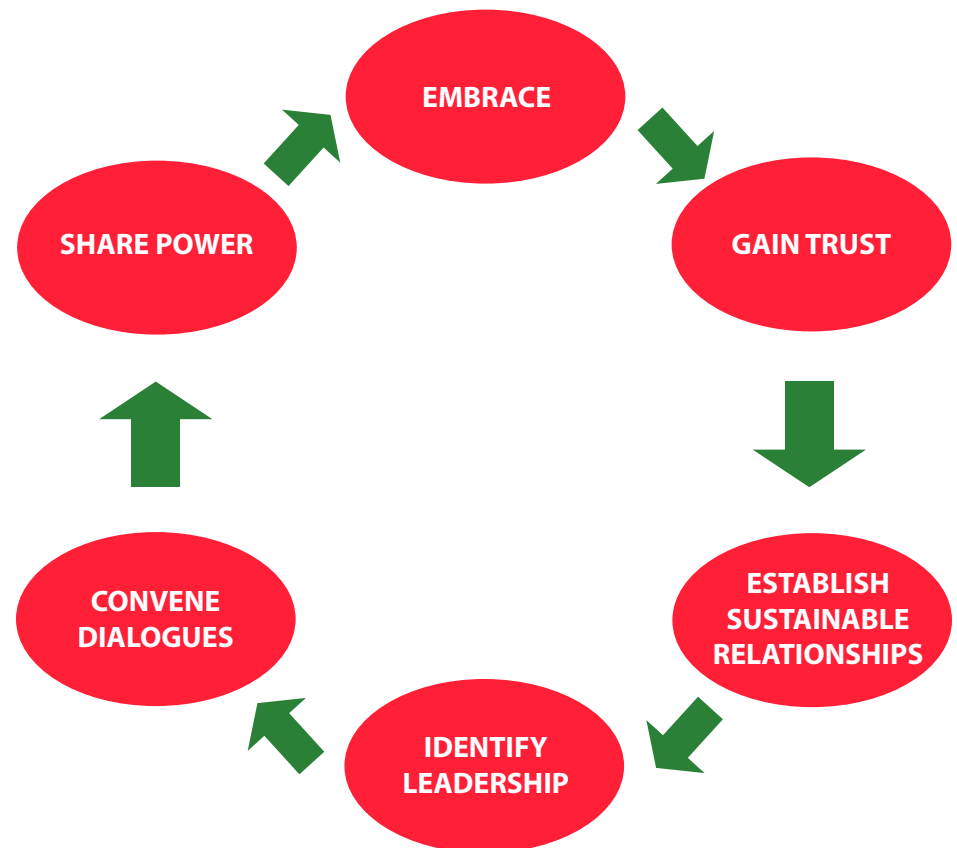
None of the beware points above are "bad" in and of themselves. We need to move on, have expectations, demand results, analyze, and have credible data. But you should certainly avoid a situation in which any of these – or a combination of them – become the end point of the overall process.

Community Engagement Process

The challenge remains to build and sustain trust to establish and nourish relationships, as only then can community members make decisions with credibility and accordingly expect genuine, authentic, meaningful and enthusiastic participation.

The community engagement process involves:

1. Embracing the issues.
2. Gaining trust.
3. Establishing sustainable relationships.
4. Identifying leadership.
5. Convening dialogues.
6. Sharing power.



Community Leadership, Community Building, & Community Organizing

This community engagement process happens at the intersection of

- Community building
- Community leadership
- Community organizing

Community engagement brings together these three elements in order to improve lives and strengthen communities. Successful community engagement is the positive, constructive convergence of strong community building efforts and active community organizing with a relentless commitment to community leadership.

East Bayside is faced with the increasingly difficult challenge of stabilizing in the face of the devastating impact of economic disruptions and dislocation, foreclosure, joblessness, and diminishing traditional resources. Bricks and mortar alone are not the answer. Traditional involvement models no longer suffice. These models are impeded by the real stress of longer commutes, the necessity of multiple jobs to maintain a household, and larger numbers of families caring for the young and old simultaneously. The resiliency of community residents and leaders is being tested like never before, yet their boldness to invent new ways to engage the community consistently shines.

Participation in community – indeed, volunteerism in general – has matured beyond simply going to meetings or helping out the local charity. Community organizing, community building, and community leadership now come together to engage the whole community to create a better place to live, work, play, and worship.

It is through community engagement that people connect to improve lives where they live, and bring together individual, institutional, and social network interests to serve the common good. Community engagement thrives when partnerships, collaborations and coalitions are nourished. Its values are rooted in inclusion, tolerance, and active participation. These values and context are operationalized in a real-world environment that is first and foremost diverse. Diversity is the driving cultural paradigm of successful community engagement. Ultimately it is through connecting people that communities thrive.



Fostering Community Engagement

To get there from here, we have to meet people where they are comfortable, to engage them in their space and adapt to their decision making systems. Some examples of practical, tangible, results-oriented activities that stakeholders are currently engaged in include:

- Matching local volunteers to local opportunities in order to maximize connections to existing volunteer organizations in East Bayside.
- Bringing educational opportunities to East Bayside: Fostering financial literacy through partnerships with nearby banks & the Housing Authority; Encouraging leadership development through partnerships with local schools and institutions; and expanding the Study Center concept to other age brackets and beyond the confines of the Kennedy Housing Project.
- Grow the local university connection: Formalize community engagement with the University of Southern Maine to establish an ongoing mechanism for providing tangible, real-world alternatives and options to East Bayside residents.

In addition to the initiatives that East Bayside is currently engaged in, consider implementing the following suggestions:

- A Neighbors Campaign: Partnering those in power with those outside the mainstream to do door knocking in the community to simply get to know your neighbors.
- Living Room Gatherings: Try to find 5 families willing to do 5 inclusive community-wide gatherings in their living rooms.
- Soccer Field & Basketball Court Dialogues: Engage the organizers, participants, and spectators amongst those already involved in these activities in their space, on their time, at their place.

- Shop & Talk: Go to the stores frequented by your neighbors that are not necessarily on your usual shopping rotation. Meet your fellow residents, taste their food, and set up a table for outreach and inreach.
- Walk the neighborhood: Walk around the neighborhood, talk to folks on their porch, and talk to those walking their dogs and playing with their children.
- Share Stories: Invite newcomers to share their journey to the neighborhood, and invite the old-timers to share their stories in order to understand each other's heritage and traditions.
- Use the Arts: The traditional Anglo-based decision-making process is not the only legitimate procedure to make decisions; after all, meetings are truly an unnatural human act. People don't necessarily feel most creative sitting around a table in a windowless room. The spoken word, music and other means of performance are universal and unifying techniques.

Most of the possibilities above do not require a massive infusion of funds or elaborate bureaucratic structure. They are presented here in hopes that they will ignite the imagination of a champion – or two – who can become a “community connector” to make them happen.

Conclusion

The ultimate goal is to create, maximize, and reuse space and to establish a natural system where people will bump into each other by design or happenstance to spark ideas and a call to action. The challenge is for the various stakeholders to work across community segments – particularly youth, ethnicity, social strata, and tenure status – to connect community assets to community opportunities. In many ways, we are simply talking about reclaiming the lost art of conversation.

ISSUE 3: CROWDSOURCING SUSTAINABILITY

Neil Takemoto

East Bayside 3BL Sustainability Crowdsourcing System

3BL = Triple bottom line = Economic, Social, & Environmental

Implementing an economically, socially, environmentally sustainable plan for East Bayside is a 'cloud' problem, whereas clouds are defined as nebulous, diffuse, and escape attempts to pin them down. It's not a 'clock' problem, requiring precise, specialized technical expertise to solve. Thus it requires a "clock" problem-solving system, not a clockmaker. The following system, defined by its steps for implementation, involves the ever-increasing usage of crowdsourcing as a cloud problem-solving system.

Phase I. Establish East Bayside 3BL Sustainability Leadership:

1. Identify the Sponsor for the project, their values and principles, their needs, their vision and goals for the program. The East Bayside Neighborhood Organization would be one candidate. There needs to be just one organization being primarily accountable, otherwise no one will. Even with two-person partnerships in business, experts strongly recommend that one partner has at least 51% ownership. I would define 'vision' as the vision for East Bayside's economic, social and environmental sustainability.
2. Define the triple bottom line/3BL (economical, social, environmental benefitting) vision of the champion sponsor. How is this vision going to benefit its residents, workers and businesses on those three levels?
3. Identify supportive Stakeholders (those with cultural and economic impact on the project), their values and principles, needs, vision and goals. Let the Stakeholders use the vision statement from above as a guide. The same process needs to happen as with step 1, for all those that represent the neighborhood in terms of the triple bottom line. One is needed for youth, and one is needed for the immigrant community. If there is not one Stakeholder to represent each of the immigrant communities (ie Somalis, Sudanese...), there should be designated representatives for each of those groups to work with the

immigration community champion. Others include business owners (and there already is a women's business owners group with Sally Streuver), entrepreneurs (Jeff Anthony, Mohammed Dini), environmentalists, neighborhood groups, etc. It should be any group that's willing to collaborate on action.

4. Define the economic, social and/or environmental sustainability visions and goals of the Stakeholders. Each of the stakeholders need to provide such a vision from their respective groups. How? This is where Richard Goll's programs with youth and Reemberto Rodriguez's techniques with reaching out to people of diversity in their homes and social circles, as outlined in their reports, is critical. New Stakeholders are always welcome, as long as the interests don't start to overlap or groups start to compete. Again, see Richard and Reemberto's reports regarding this.
5. Host an informal meeting with the Sponsors and Stakeholders to symphonize their triple bottom line visions into a consensus vision. The Sponsor then adopts this as their new vision statement. Each group still retains their own vision statement, but realizes they are alone if they base their actions on it.
6. Draft a written agreement from Sponsor-Stakeholder group that it will fundamentally involve the Stakeholders in its planning and execution in exchange for those Stakeholders providing commitment to its success. Everyone needs to be accountable for how they're going to contribute, and that needs to be in writing. Most important, the Stakeholders need to be emotionally committed.
7. Determine metrics and schedule for success. Consolidate goals from each of the Stakeholders and the Sponsor, and redefine into objectives with dates that are easily evaluated. For instance, the entrepreneurial group may have an objective of 50 members in its social network in six months, or the immigrant community will host a neighborhood food festival by the end of the year.
8. Sign agreement. There's no collective, sustainable sense of accountability unless there's a symbolic document.

Phase II. Establish East Bayside 3BL Sustainability 'Beta Community'

The leaders were identified in the first phase, but much of the real work happens with the people who live and work in East Bayside. Only a fraction of that latter crowd will spend their time and energy to contribute, and it's not necessarily fair to the rest to identify this group as 'better', so a term I prefer using is 'beta community', or 'test community'. These are the people who don't talk about change, they're the ones who actually try it out. If things go well, the beta community eventually simply becomes the community as a whole, or they can continue to try new things.

1. Identify the Champions (the 'lead followers' most likely to be willing to spend time and energy supporting the vision and objectives) from the greater creative community. Champions usually identify themselves, and are the best candidates to become Stakeholders. See this TED video on the importance of 'lead followers': http://www.ted.com/talks/derek_sivers_how_to_start_a_movement.html
2. Host an informal meeting with the Sponsors, Stakeholders and Champions to brainstorm ideas, and identify which ones are the most implementable in terms of both crowd support and funding. For those at the March 30, 2010 focus group regarding the creative community, this is that 3-hour process. See the Appendices for the summary of that meeting, masterly notated by Lori from the Muskie School of Public Service Public Policy program. Fortunately, many of the candidates for Sponsor, Stakeholders and Champions were there. A brief summary of that meeting of people who sat in a circle, which is important:

Part 1: Introductions, Groups

- a. Roundtable introductions and what you hope to get out of attending.
- b. Roundtable mention of one idea someone else mentioned (other than your own) that resonated with you.
- c. Identification of groups of 4-6 people that share common interests. To do so, mention the most common ideas/themes, and consolidate or subgroup them into groups of 4-6 people. If the group becomes larger than 6, certain individuals tend to talk too much, while others don't say anything, while the value of their ideas to the group may be just the inverse.

Optional break: This is a good time for the groups to start talking to one another.

Part 2: Brainstorming, Brainwriting, Identify Crowdsourcable Projects

- a. Break off into the interest groups. Give them 3-5 minutes to come up with a brief vision statement. There may already be one in existence that represents the interest. Have them stop when time is up and look up.
- b. Have them brainstorm ideas for implementation in roundtable fashion for about 10 minutes, allowing people to interrupt, skip or mention more than one at their turn. Don't provide any further instruction. Have them stop when time is up and look up.
- c. Ask them to prioritize not more than two to three implementable ideas for each timeline: Less than a year, 1-5 years, more than five years. Thus, a total of 6-9 ideas. Have them write each of the ideas on a sheet of large paper, at the top of each idea's own column. This allows the crowd to add comments below the ideas ('brainwriting'). 10 minutes. Place the sheets on the wall.
- d. Brainwriting. This is another fun part. Ask those in the crowd who represent public or private resources/capital to raise their hands. Ask the crowd to then, in a free-forall, checkmark any

ideas they like (only one per person per idea) and comment if they like. For those that identify themselves as resources, place a dollar sign if they think it's an idea they'd invest in.

e. The ideas with the most crowd support, but no funding interest are the most viable/neighborhood initiatives. The ideas with the most funding interest, but little crowd support lets the crowd know where the money is waiting for them. The ideas with the most crowd support and funding interest are the most 'crowdsourceable', and should get started right away, especially with the people who expressed interest.

Part 3: Develop Implementation Plan for Crowdsourcable Projects

a. Break off into the three groups that expressed the most interest as far as crowd support, for both funding and no funding, by show of hands. Make sure to record who's in each group, and provide them an opportunity to either continue to convene online, or join an existing group with the same vision.

b. For those groups willing to continue beyond this exercise, provide them the opportunity to name a Sponsor to represent their group, ideally funding representatives, a vision statement and prospective members. Upon completion of these, they should now be given 'Crowdsourcing Project' status. You now have a much better idea of what's possible, based on every single person in the room. As a side note, this aforementioned exercise can be done online using the Bubbly crowdsourcing web tool: bubblyapp.com, which is something I developed for this very purpose. In fact, this exercise was modeled off of this web tool.

c. Initiate online social network customized for crowdsourcing (ie ning.com, which is free) stating the vision and objectives with timelines, and listing the interest groups and summaries of meetings. The objectives need to be updated with whether or not they were achieved, so groups learn to both be accountable, as well as better provide realistic objectives.

Phase III: Establish a System for Implementation

Host monthly beta community meetings of Sponsor, Crowdsourcing Project Sponsors, Stakeholders and Champions. Remember, we're talking about implementing triplebottom-line sustainability here, not a free-for-all town hall meeting to express your gripes. It's up to you how much to make this a public meeting.

1. Provide an agenda listing the Stakeholders and their objectives that are posted on the social networking site.
2. Have each Stakeholder report their progress based on their objectives.
3. Have each Crowdsourcing Project Sponsor report their progress based on their objectives. The value of these is that they represent the values of the Stakeholders in the form of a project.
4. The discussion of the meeting should be focused on two things:
 - o What actions can be taken to fulfill the objectives of the Stakeholders through the Crowdsourcing Projects that represent them. Remember, that's what the exercise in Phase 2 was about: Translating the diverse interests of everyone into implementable projects. This is where the problems can be identified on the 'clock' level now that the 'cloud' is defined.
 - o If any Stakeholder does not feel properly represented in any of the Crowdsourcing Projects, figure out how can this be solved.

Keys to Success

- The more that the Crowdsourcing Project Sponsors attract both public and private sources of capital/resources as active members of their team, the better the chances of implementation.
- If a Crowdsourcing Project starts to bog down, host a public meeting and run the Phase 2 exercise on its behalf. Also, the next time you run the Phase 2 exercise overall, see if this project is still a priority.

ISSUE 4: SUSTAINABLE STREETS, OPEN SPACE & INFRASTRUCTURE

Seleta Reynolds

Dave Rodgers

Patricia Smith

A SUSTAINABLE ENVIRONMENT TO SUPPORT A SUSTAINABLE COMMUNITY

Overview

It is not by chance that this discussion of the natural and built environment follows chapters that talk about harnessing East Bayside's human resources to build a sustainable community. Community engagement leads to physical changes. You are working together to figure out how you need to refine your physical environment to support the sustainable community you are creating. This section contains some observations about what you already have in your natural and built environment, and some ideas about what you might do to harness your physical assets to support your sustainable community.

What is Sustainability and Why is it important?

Sustainability is an age-old concern: ensuring that our children and grandchildren inherit a tomorrow that is at least as good as today, preferably better. The most widely quoted definition internationally is the "Brundtland definition" of the 1987 Report of the World Commission on Environment and Development: sustainability means "meeting the needs of the present without compromising the ability of future generations to meet their own needs." Similarly, the U.S. National Environmental Policy Act of 1969 declared as its goal a national policy to "create and maintain conditions under which [humans] and nature can exist in productive harmony, and fulfill the social, economic and other requirements of present and future generations of Americans."

"The nation behaves well if it treats the natural resources as assets which it must turn over to the next generation increased, and not impaired in value."

- Theodore Roosevelt, 1910

At present, the critical measure of sustainability is greenhouse gas (GHG) emissions. If we do not reduce GHG emissions in the immediate future, there may not be a future for humans or at least not one we would recognize. This concern hits close to home in East Bayside since much of the area is only a few feet above sea level and it already is and will continue to be directly impacted by sea level rise due to global climate change.

The transportation sector produces 40-50% of greenhouse gas emissions, so a key to reducing greenhouse gases is to reduce vehicle miles traveled. Energy use by buildings is also a large contributor, so, among other actions, we can eliminate the use of electricity generated from coal and oil and shift reliance to renewable resources and we can plant large-scale, healthy trees to absorb GHGs.

Some Attributes of a Sustainable Built Environment

You can get around much of the time without a car: you can live, work and play and meet your day-to-day needs locally by walking, bicycling or other "small slow vehicles", and local transit. Walking, bicycling and other small slow vehicles are more attractive than driving. Citywide and regional transit connections to other centers and cultural facilities make driving an option rather than a necessity.

- New and remodeled green buildings use less energy, collect and infiltrate storm water, and reduce the use of unhealthy chemicals.
- Household, commercial and industrial energy use declines as a result of on-going energy conservation and an increasingly large share of your energy comes from renewable sources.
- The urban forest flourishes in large parkways and medians, providing shade and absorbing GHGs.
- Food is grown locally and without pesticides and chemical fertilizers, while the soil is replenished through the addition of compost.

Key Suggestions

- Work with what you have (which is a lot) and what is already working (also a lot).
- Take small steps/make incremental changes, even as you push the big changes forward.
- Put people first; places will follow: cultivate places where people can come together and create community.
- Start with places that are already happening and need a little help (don't mess with the ones that are already working).
- Turn streets into places where both intentional and accidental encounters can contribute to the cultivation of relationships and community.
- Make connections within East Bayside and to the larger community that expand and strengthen your community.
- Enhance your community's longevity by making the human-made infrastructure that interfaces with natural systems more sustainable.

What's in this section?

1. **What's Here Now:** A look at East Bayside's environment, both natural and built, as it exists today.
2. **Cultivating Community Places:** Some ideas about enhancing existing gathering places to further facilitate community interaction and activity, including ways to turn your streets into places where community interaction can occur.
3. **Rebuilding Connections:** Suggestions about pedestrian and bicycle connections that could expand and strengthen community.
4. **Community as A Green Machine:** Some ideas to make your infrastructure more sustainable.

1. What's Here NOW

Just as East Bayside has a rich collection cultures, it is also made up of a rich mix of land uses in distinct districts; a network of streets, trails and paths; and natural systems, which together make up the environment of East Bayside. This section provides a brief overview of existing:

- Land use, districts and neighborhoods
- Community gathering places
- Parks, gardens and open spaces
- Mobility
- Street character

Land Use, Districts and Neighborhoods

A sustainable community typically has a balanced mixed of uses, making it possible for people to live, work and play within a walking or cycling distance. Depending on its size, a sustainable community is often made up of distinct districts, each with a different character, which together create a complete community. Their differences often make them more interesting and often make them more attractive to new businesses and residents.

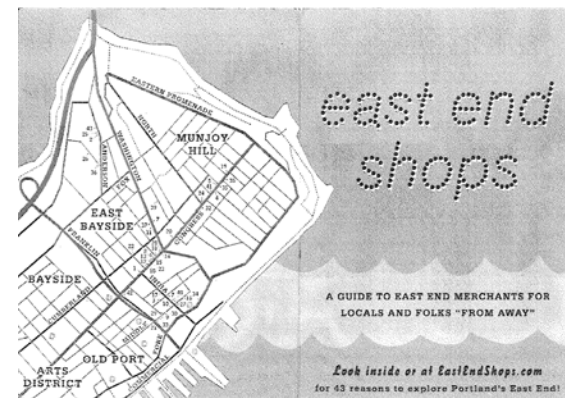
East Bayside has a balance of land uses: residential, commercial and industrial. Those uses are located in districts that have different characteristics:

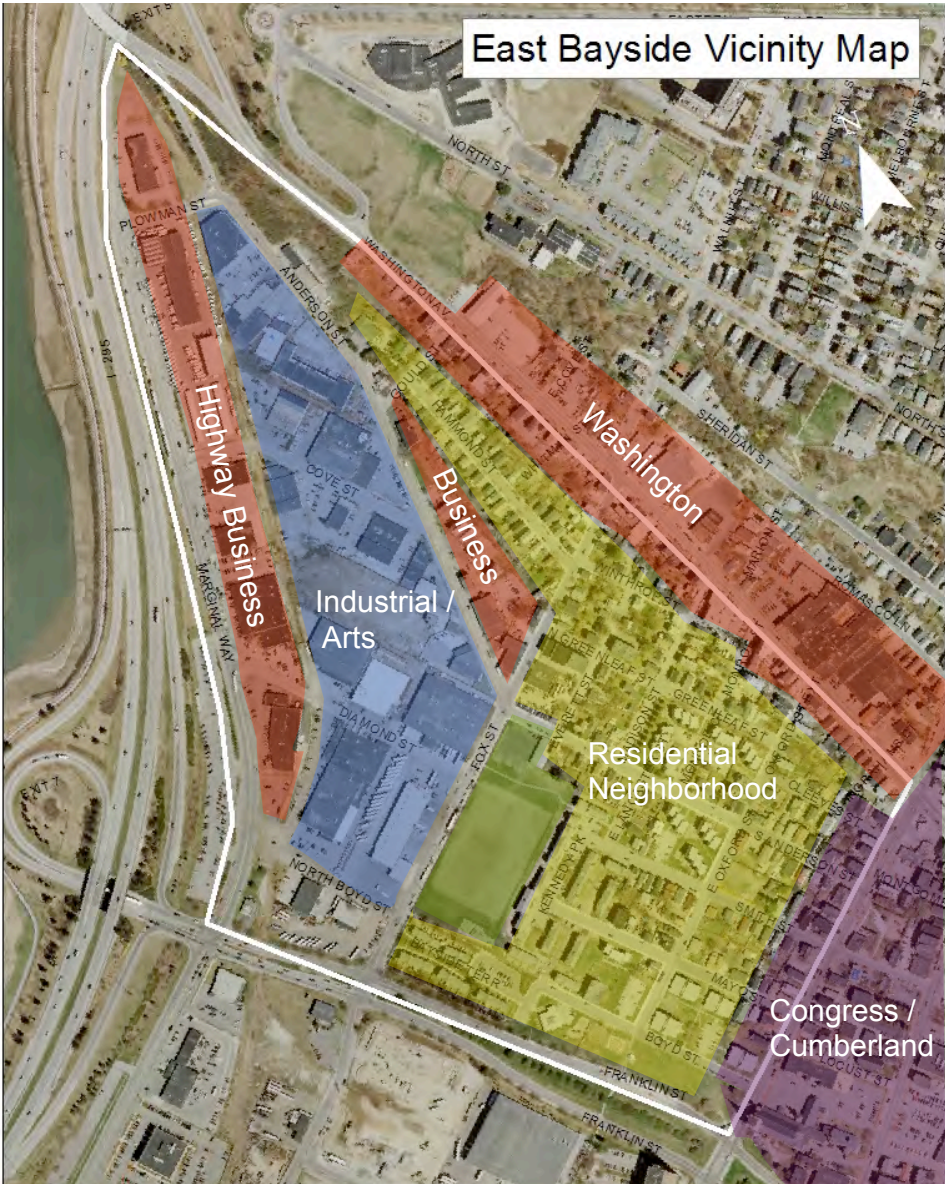
- The East Bayside residential neighborhood is at the heart of the community. It has a mix of single-family and low-rise (one to three story) multi-family housing.

- To the north is the Washington Avenue commercial district, with its brick sidewalks, mostly small scale, one and two story and pedestrian-oriented storefront shops and services.
- To the east is the Congress/Cumberland mixed use district, with both commercial and residential uses.
- To the west is the Anderson Street district with it larger scale warehouse and light industrial buildings with a mix of industrial and arts uses.
- Along Marginal Way is a highway-oriented business corridor.

Together, these districts and their mix of uses create a synergy in which the whole is greater than the sum of its parts, where the mix of uses and interconnections between the districts make it richer and more interesting than, for example, a

mostly residential community. East Bayside has more layers of identity: it is part of the East End and of the entire City of Portland.





- Commercial districts
- Mixed use district
- Light industrial/arts
- Neighborhood

East Bayside Residential Neighborhood



Anderson Street Light Industrial/Arts District



Washington Avenue Commercial District



Mixed Use District: Congress/Cumberland



COMMUNITY CENTERS AND GATHERING PLACES



East Bayside residents identified a series of existing community centers and gathering places, including:

- Fox and Anderson / Fox Field
- The Root Cellar
- Peppermint Park
- The intersection of Washington Avenue and Congress Street where the two commercial districts meet
- East End Community School, though outside the boundaries of the East Bayside, is the Elementary School serving the area.

These places already serve as the focus of community activity and interaction in East Bayside.



The intersection of Washington and Congress is at geographic center of commercial activity in East Bayside.



East End Community School is up the hill from East Bayside.



Fox Field is a gathering place for youth in the center of East Bayside.



The Root Cellar is a community center on Washington Avenue.



Peppermint Park is a gathering place in Congress/Cumberland.

PARKS, GARDENS, TRAILS AND OTHER OPEN SPACE



East Bayside has 3 primary open spaces within its boundaries:

- Fox Field (approximately 4.5 acres)
- Peppermint Park (approximately 0.3 acre)
- Boyd Street Urban Farm, currently approximately 0.4 acre with the potential to expand to include another acre.

A fourth will be added once the Bayside Trail is completed. It will eventually link East Bayside to the Eastern Promenade to the north east and to Deering Oaks Park in the center of the city, expanding recreational access to nearby open spaces and enhancing connections to the rest of the city. An open space link will also be added to connect Fox Field to the Bayside Trail.



Fox Field provides active recreation in the center of East Bayside. A path will be added to link Fox Field to the new Bayside Trail



The Boyd Street Urban Farm has the potential to expand as demand for community garden plots increases.



Yellow path on aerial shows the planned Bayside Trail connecting East Bayside to Deering Oaks Park (foreground) and the Eastern Promenade (background). Source: Brian Peterson/Courtesy Portland Trails

Street Character, Walkability and Connectivity

The grid and block size. Blocks in the residential and commercial districts of East Bayside range from about 200' x 200' to 200' x 700' and average about 200' x 400', which is a walkable block size. The blocks in the industrial/arts district are larger, which is appropriate and necessary for industrial uses. The most significant interruption of the grid and connectivity occurred where Franklin Street was converted to a limited access arterial in the 1960s. This cut East Bayside off from the Bayside district to the west. Less critically, Fox Field eliminated the connection of Mayo Street to Fox Street and Kennedy Park cut East Lancaster Street (formerly Lincoln) off from Mayo and Boyd Streets. These connections are still accessible on foot or bicycle, in contrast to the Franklin Arterial, which is more difficult to traverse.

There are four commercial streets in East Bayside, all around the perimeter. Washington Avenue is a two-lane, two-way street with curbside parking. The roadway is approximately 40 feet wide and sidewalks range in width from 8 to 12 feet and are brick for the most part (from Eastern Promenade to between Oxford and Cumberland). Street trees have been planted in tree wells or parkways along some of the street, spaced 40 to 60 feet apart. The majority of ground floor uses are retail, restaurant, service or other commercial or community uses that generate moderate pedestrian activity along the street. There is a large number of wide curb cuts and surface parking lots next to the sidewalk on the east side of the street, which create conflicts between vehicles and pedestrians and interrupts the "flow" of commercial activity along the sidewalk and street.

Congress Street is also a two-lane, two way street with curbside parking and brick sidewalks. The roadway is 42 feet wide and the sidewalks range from 10 to 12 feet wide. Again street trees have been planted in some locations at about 30 feet apart, a spacing more similar to Downtown and other commercial streets in Portland. Curb cuts are more limited than on Washington Avenue, resulting in fewer pedestrian-vehicle conflicts and a more continuous building wall along the street.

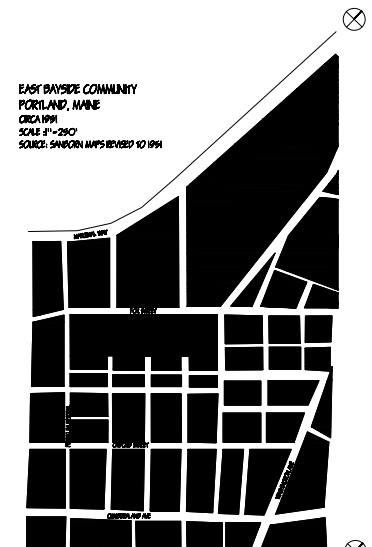
Cumberland Avenue, parallel and adjacent to Congress Street, is similar to Congress Street, except that the roadway is a little narrower and the sidewalks a little wider and there are fewer street trees. The sidewalks are brick and there are not too many curb cuts. Ground floor uses are largely residential with some commercial.

Marginal Way has 52-foot wide roadway that includes one lane in each direction, bicycle lanes and curbside parking. It does not generally have sidewalks. Commercial, wholesale and industrial

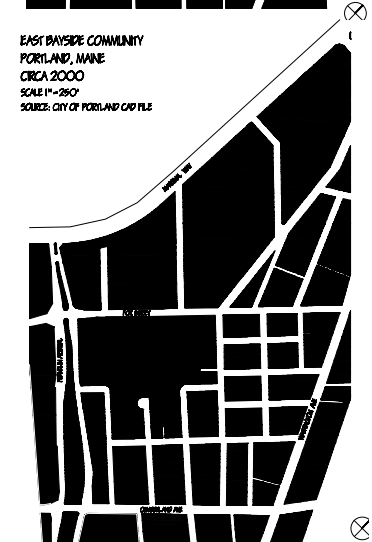
EAST BAYSIDE COMMUNITY
PORTLAND, MAINE
CIRCA 1886
SCALE 1"=250'
SOURCE: J. HARRIS, INC.



EAST BAYSIDE COMMUNITY
PORTLAND, MAINE
CIRCA 1951
SCALE 1"=250'
SOURCE: SHAW-WALKER MAPS REVISED TO 1951



EAST BAYSIDE COMMUNITY
PORTLAND, MAINE
CIRCA 2000
SCALE 1"=250'
SOURCE: CITY OF PORTLAND CAD FILE



uses occupy relatively large-scale buildings (20,000 to 30,000 square feet) with large surface parking lots. Running parallel to Interstate 295, Marginal Way is developed only on the south side. Its visibility from the Interstate makes it desirable for highway-oriented uses.

Anderson Street, running parallel and adjacent to Marginal Way, has a 40-foot wide roadway with one lane each way and curbside parking. It generally has no sidewalks on the industrial side and narrow (8' 6") sidewalks on the business side. A large percentage of the street frontage is occupied by surface parking lots with frequent curb cuts.

All residential streets have one lane in each direction and curbside parking. They typically have 44 to 48-foot wide rights-of-way with 28 to 32-foot wide roadway. Sidewalks are typically 8 to 10 feet wide. Key residential connectors within the community and to the perimeter commercial streets are Oxford Street, Fox Street and Smith Street.

Mobility

We measure an area's mobility in terms of how easily travelers journey through a place, by any mode. Mobility for cyclists and pedestrians relies on different factors than mobility for drivers. For instance, frequent crossings, short distances between places, and sidewalks wide enough to walk comfortably side-by-side create a high level of mobility for pedestrians. Well-timed traffic signals and a grid with direct connections

contribute to mobility for drivers. East Bayside offers excellent mobility for drivers, pedestrians, and cyclists within the neighborhood; however, mobility to and from the neighborhood to the wider community presents challenges for all modes. We do not measure the transportation system by mobility alone: safety, comfort, sustainability, and aesthetic value each contribute to the overall success of a neighborhood.

Safety: Road users are like a food chain. How a transportation system serves the most vulnerable one ripples all the way to the top. In other words, a road where pedestrian safety is prioritized is generally a safe road for all users.

Comfort: Although the term "livability" is subjective, a comfortable and enjoyable walking and bicycling environment is widely accepted as a key indicator of a place's health and vitality. Elements that contribute to comfort for bicyclists and pedestrians include buffering from traffic (parking lanes, bicycle lanes, frequent street trees, and wide sidewalks), slower 85th percentile vehicle speeds (25 miles per hour or slower), and lower vehicle volumes.

Sustainability: Transportation sustainability reaches into a variety of areas. Key questions include: Does the transportation system encourage low-impact modes of transport such as bicycling, walking, transit, and carpooling? Does the system offer opportunities for physical activity that contribute to the long-term health of its residents? Is the system easy to maintain? Is the standard to provide only as much pavement as necessary?

Aesthetic Value: Most often a City's largest public space, the transportation system offers great potential to contribute to community character and pride. However, utility often trumps charm, and communities view streets as a purely functional necessity rather than a valuable communally-owned asset.

As noted in earlier sections, key destinations include:

- Fox Field
- Boyd Street Urban Farm
- Peppermint Park
- East End Community School
- The Root Cellar
- Kennedy Park
- Bayside Trail
- Washington Ave. Commercial District
- Congress/Cumberland Mixed Use District



Many destinations internal to the neighborhood, such as Peppermint Park, are within easy walking distance of most of the residential density. However, others, such as the East End Community School and the Bayside Trail, are separated by major barriers both natural (water, hills) and manmade (I-295, Franklin Arterial, Washington Avenue). In addition to these assets, the neighborhood has several strengths that could contribute to its ultimate success as a great place for all modes:

- Informal worn paths tended by neighborhood volunteers provide evidence that the land uses could support walking and bicycling if the facilities would follow.

- The beginning of a path from the Root Cellar up to Standpipe Park.
- A number of students already walking or bicycling to East End Community School; a supportive community police officer; and a new Safe Routes to School coordinator.
- Quiet neighborhood streets, such as Oxford Street, which could connect destinations and offer an attractive route for casual cyclists.
- Narrow streets like Romesco Lane or streets that are only permeable to cyclists and pedestrians, like Greenleaf Street.
- A vibrant, visually interesting commercial corridor along Washington Avenue.



Map showing the informal trails (dashed) and existing off-street pathways (solid).

Several barriers to mobility include:

Franklin Arterial: This broad street provides a high level of mobility for vehicles, but was not designed with the maxim, “build only what you need.” Rarely congested, the street offers insight into the unintended consequences of providing too much capacity for vehicles (particularly during non-peak times): high speeds, long pedestrian crossings, poor sight lines



Path Across Franklin Arterial

for drivers and pedestrians, and long distances between crossing opportunities. Pedestrian desire lines, or places where pedestrians would like to cross the street, are clearly visible worn paths across the wide berm that separates the two sides of Franklin Arterial. Although it could provide a direct route to one of the City’s major investments, the Bayside Trail, Franklin Arterial’s character is only appropriate for experienced, intrepid cyclists.

Washington Avenue: A small neighborhood retail district has begun to grow along this corridor, which is also the continuation of an off-ramp from I-295. Context cues such as a narrow, well-marked street or the introduction of medians could signal to drivers that they are entering a neighborhood. Without these, drivers continue without stopping to the first signalized intersection at Congress Street, which is over 0.5 mile away from the off-ramp.

Lack of transit & Limited on-street bikeways: Bikeways fall into three categories: separated bikeways such as trails or cycletracks (dedicated bikeways that are parallel

to a roadway), dedicated bicycle lanes usually marked with pavement stencils and signs, and shared lanes marked with either signs alone or with special pavement stencils such as sharrows. East Bayside sits in close proximity to the Bayside Trail, a path that follows the water line from the Eastern Promenade to Deering Oaks Park. Recently, the Maine Department of Transportation and the City agreed to construct an access point near the Franklin Arterial ramps to I-295. The City’s Bicycle Master Plan envisions bicycle lanes on Congress Street and Marginal Way, but presently, there are no on-street bikeways within East Bayside or along key routes to and from the neighborhood.

Tukeys Bridge: Tukey’s Bridge is a complex and challenging choke point for bicycle and pedestrian access to and from East Deering.

Limited pedestrian crossing opportunities: The City’s existing crosswalk policy and committee guide decisions about where and how to mark crosswalks. While intended to provide clarity, the current policy does not appear to incorporate the latest understanding and research about the relative effectiveness and appropriate placement of crossing treatments.

Limited ADA accommodation: Missing or outdated curb ramps, missing or broken sidewalks, and inaccessible grades pervade the neighborhood.

Hills: Significant grades to and from the East End Community School present a special challenge during rain, snow, and ice.

2. Cultivating Community Places

One way to enhance identity or “sense of place” at the community level is to reinforce the identity of each district and neighborhood, while maintaining a cohesive identity for the whole East Bayside community. Ways to distinguish districts from one another include: reinforce the different mix of uses that already exist in each East Bayside district; reinforce the different building heights, massing and materials already used in each district; and attract a different group of businesses to each commercial district so they are not competing with each other but complement each other.

Then, within each district, identify one or more places with potential for more community activity and interaction and identify improvements you want to make to transform them. These places may be existing centers of activity that can be enhanced by physical design interventions, both small and big. Or they may be entirely new centers of activity that spring up within the community. One way to allow that to happen is to make the streets ready to be places.

The first part of this section describes some common tools for turning your community’s streets in to places where residents and visitors will want to spend time. The next part of this section describes a few existing places that could be easily enhanced by design changes and offers a few suggestions about what you might do to make them more community-oriented places. The final part offers some suggestions as to how your streets can be made more ready to accommodate a variety of community activities. Existing commercial streets, like Washington Avenue,

Congress, and Anderson Street are likely to accommodate larger scale community activities and events, while other streets will tend to accommodate day-to-day activities, including commute and recreational walking, bicycling, and small social gatherings.



Placemaking Toolkit for Streets

The East Bayside community has a variety of tools at its disposal as you work on turning streets into places where people can spend time and interact. All of them have been used extensively throughout the City of Portland.

- Roadway width and lane striping
- Bicycle lanes
- Crosswalks
- Active “street wall” in commercial and mixed use districts
- Limited curb cuts and parking facing the sidewalk
- Shared parking facilities
- Landscaped medians
- Sidewalk width
- Curb extensions
- Sidewalk and shared street paving
- Parkways
- Street trees
- Sidewalk parks, plazas and gardens (outdoor rooms)
- Gateway elements and wayfinding signs
- Public art



Start by thinking of streets as places.

“If we can develop and design streets so they are wonderful, fulfilling places to be...then we will have successfully designed about one-third of the city directly and had an immense impact on the rest.”
Allan B. Jacobs

Placemaking Tool for Streets: Roadway Width and Lane Striping

Motorists drive faster on wide streets than on narrow streets. Excess roadway pavement is not used. It could be put to better use for bicycles or pedestrians or

for parking or landscaping to collect storm water runoff, provide a buffer between motor vehicles and other modes, and make the street more attractive. As a general rule, it is a good idea to first figure out and draw on a plan how much of the roadway is needed for traffic lanes and parking and then use whatever is leftover for other users. Curbside parking should generally be provided on walkable streets both to provide convenient access to shops and to provide a buffer between pedestrians and moving vehicles.

As an example, a first step toward making Washington Avenue a more usable place for everyone would be to narrow the lanes between I-295 off ramps and Eastern Promenade . The roadway is about 45 feet wide. Since there is no curbside parking

and none is needed, only about 28 feet is needed to accommodate the two lanes of traffic, so the outside edges of the lanes could be striped about 8 feet from the existing curb on each side of the street. In the future, a landscaped parkway or



Top: existing view of Washington Avenue looking west at East Promenade.

Middle: lanes narrowed with striping to slow traffic.

Bottom: lanes narrowed with parkway to slow traffic, buffer pedestrians and make the street more attractive.

median could be added to further reduce the perceived width and to make the street more attractive and provide a buffer for pedestrians.

Placemaking Tool for Streets: Bicycle Lanes

Portland is a bicycle city. There are bicycles everywhere. On two-lane residential streets that provide local access to homes, like those in the East Bayside residential neighborhood, bicyclists can share the street with motorists.

But not everyone is comfortable bicycling in the same lane with or next to cars on busier streets. So, where possible, a network of bicycle facilities should be provided to make the mode of transportation available to as many people as possible. A striped bicycle lane, which is typically a minimum of 5 feet wide, can be added between the curbside parking lane and traffic lane if there is room. Sometimes, a lane can be designated as a “shared” bicycle/motor vehicle lane in which everyone must move at the same speed as bicycles. Where there is a high volume of traffic and a limited

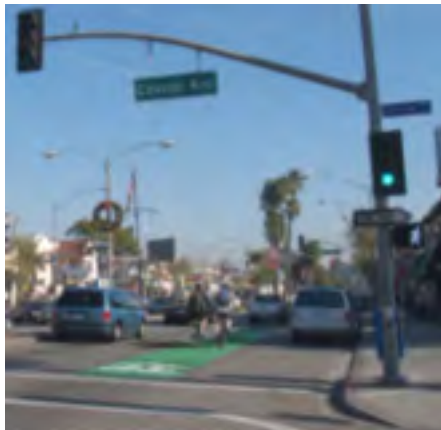
number of curb cuts and cross streets, a protected bicycle lane can provide buffer between faster moving traffic and bicyclists.



Portland is a bicycle city.



Basic bicycle lane.



Shared slow-speed lane.



Protected bicycle lane.



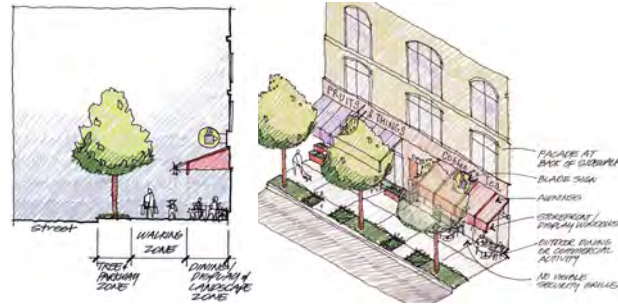
Protected bicycle lane with raised median.

Placemaking Tool for Streets: Active "Street Wall" in Commercial and Mixed Use Districts

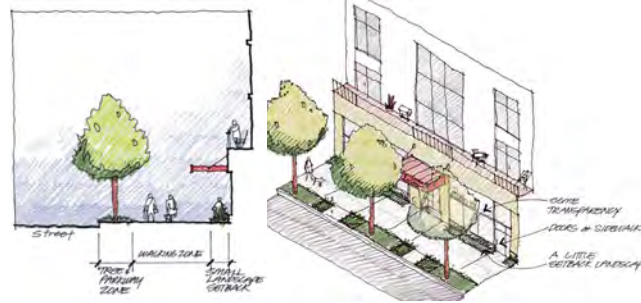
Interest and activity along the sidewalk can occur with almost any building use. Retail uses will typically generate the most activity and tend to be thought of as most walkable. However, other uses, including office or live/work space, and residential units or common areas in a residential building can still be attractive and interesting to look at as the sketches and images below illustrate. Some key elements of successful building walls along the street include:

- No surface parking or visible parking
- Building wall at back of sidewalk
- Ground floor designed to accommodate retail (even if it is not initially used for that)
- Transparency (display windows)
- Entries
- Awnings, signs, and other human scale elements

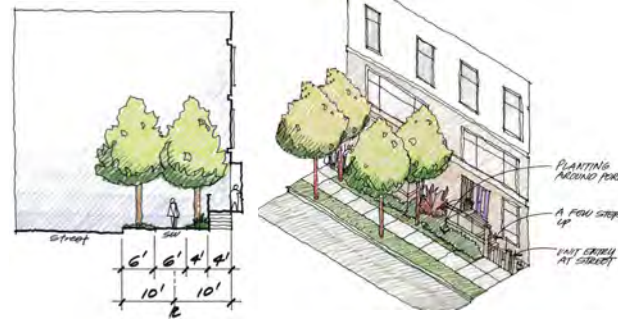
Retail



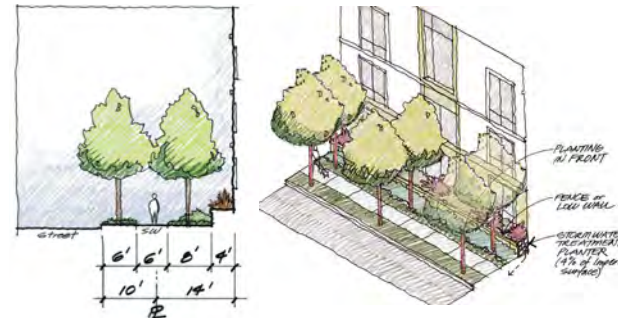
Live Work/Office



Residential Units with Individual Entries



Residential Common Rooms, Parking or Blank Walls



Placemaking Tool for Streets: Control Curb Cuts and Parking

Access to parking requires a curb cut and driveway which both create a conflict with pedestrian activity and interrupt the building wall along the sidewalk. As noted in the previous Placemaking Tool, on a pedestrian-oriented



Frequent, wide curb cuts (driveways) reduce walkability.

commercial or mixed-use street, the building “street wall” should have active uses, such as shops with display windows, on the ground floor along the sidewalk.

To minimize pedestrian conflicts and breaks in the pedestrian-oriented street wall, parking should be accessed from the alley if there is one or curb cuts should be located on streets with less pedestrian activity, usually the side streets along streets like Washington Avenue, Congress Street and Cumberland Avenue.

There should be as few curb cuts as possible and they should be as narrow as possible. For the same reasons, private parking should not be located along the primary pedestrian street or between a building and the sidewalk on a primary pedestrian street.

Placemaking Tool for Streets: Shared Parking Facilities

One reason there are so many curb cuts is because each lot has to provide its own parking. A centralized public parking facility that is shared by all businesses in a district has several benefits, including:

- Fewer parking spaces are needed because the shared parking can be used more efficiently - fewer unused spaces and more parking once for multiple trips.
- Individual buildings can be better designed - without driveways and surface parking and, therefore, creating more commercial activity along the street.



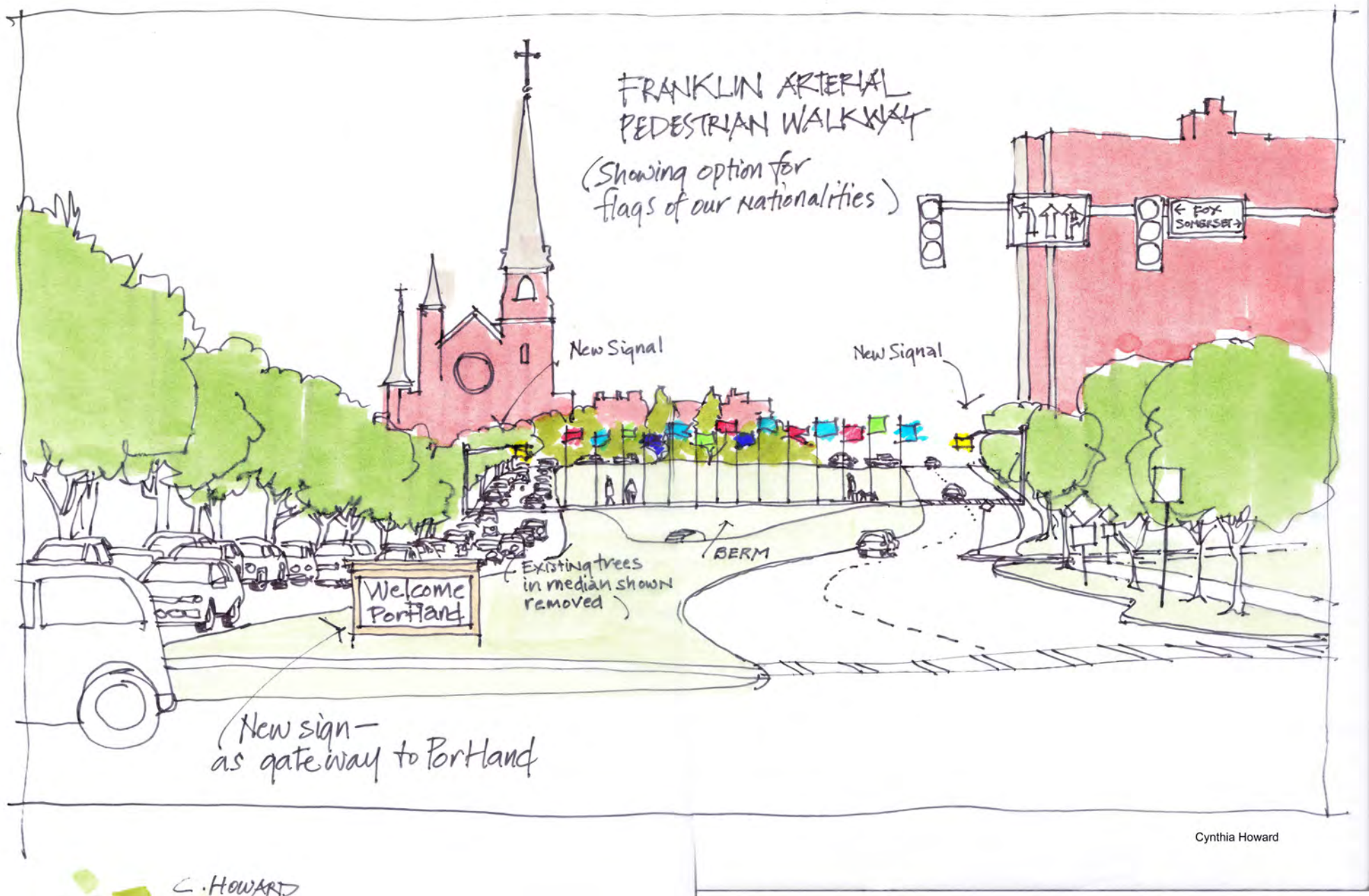
Continuous storefronts along the sidewalk with parking behind or in a shared facility is more walkable and has a greater potential to be a successful place.

Placemaking Tool for Streets: Landscaped Medians

If there is room in the center of a wide street, even for a short distance, a landscaped median can be added to enhance community identity. At the entry to a community, landscape medians can provide a good home for a gateway elements.



Landscaped median example.



Cynthia Howard

The median on Franklin could be enhanced with a gateway element.

Placemaking Tool for Streets: Sidewalk Width

Wide enough sidewalks are fundamental for sidewalk activity. For commercial streets with ground floor retail along the sidewalk, 16 to 18 feet is desirable to accommodate an access zone for curbside parking, a parkway or large tree wells (8 to 10 feet long) with street trees, a walking zone, and outdoor dining and other commercial activity on the street, as illustrated in the top example below. However, 12 to 14 feet can work with limited outdoor dining. Even 10 feet can work if the curbside landing strip is eliminated adjacent to street trees, as illustrated in the bottom example below.

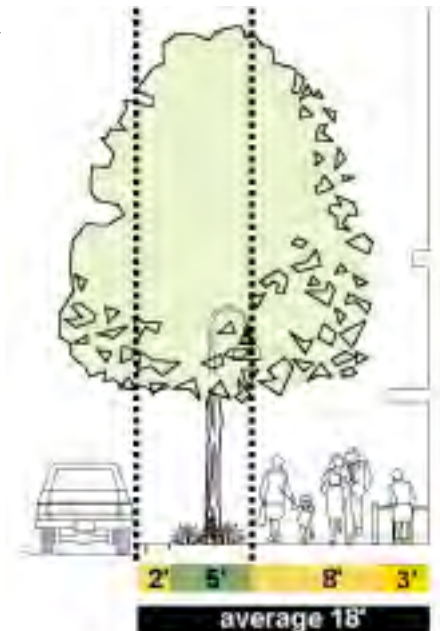
On two-lane residential streets with low to medium density housing, a minimum 10- to 12-foot wide sidewalk with a 6 to 8-foot wide parkway for storm water collection and street trees and a minimum 4-foot wide walkway is desirable.

If the roadway is wider than necessary, the sidewalk can be widened into the street (a curb extension), as shown in the first example on the following page. Where new buildings are planned is typically easier and less costly to set the building back a few feet to widen the sidewalk, as shown in the second example on the following page.



Top: 10-foot wide sidewalk shown in street view sketch and bird's eye view sketch.

Bottom: The same views of an 18-foot wide sidewalk.





A 7-foot wide sidewalk on a commercial street was widened to 24 feet by extending the sidewalk into the existing roadway to accommodate a double row of trees, a wide walkway and a wide outdoor dining zone.



An 8-foot wide sidewalk on at a busy bus stop was widened to 24 feet by setting the new development back to accommodate a more generous bus stop, wider sidewalk and landscaped buffer from the adjacent surface parking lot.



Placemaking Tool for Streets: Curb Extensions

Curb extensions are often located as crosswalks to make it easier to cross the street and to make waiting pedestrians more visible to motorists. They are also provided at bus stops to provide more space for bus riders and bus stop furniture. They can also be located along other segments of a block where wider sidewalks are needed. They can be paved, planted, used for outdoor dining, vendors or anything else you might think of.



Plan view of curb extensions at a crosswalk.



Portland curb extensions.



Paved curb extension



Landscaped curb extension.



Outdoor Dining.



Easier crossing.

Placemaking Tool for Streets: Sidewalk or Shared Street Paving

In Portland, brick sidewalks denote commercial streets and they connote care. Congress, Cumberland and most of Washington have brick sidewalks. There may be other streets where brick sidewalks could be used to designate a community place. Special paving is sometimes used on streets that are shared by pedestrians and vehicles to show down traffic and indicate that they are different from other streets.

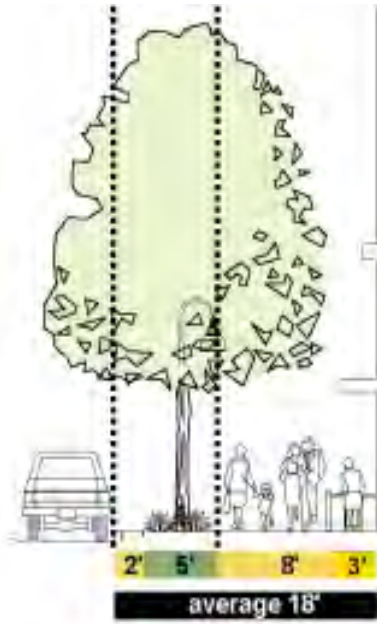


Examples of brick sidewalks, granite curbs and granite shared street paving in Portland.



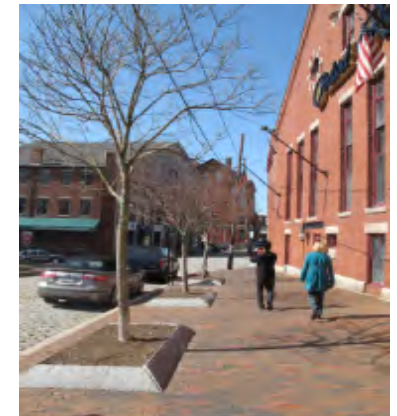
Placemaking Tool for Streets: Parkways

Parkways allow trees to grow and provide a buffer between the sidewalk and the street. They can be uniform along a street or they can be designed as an extension of the adjacent building or business. Parkway can also collect and infiltrate storm water (see Green Streets).



Placemaking Tool for Streets: Street Trees

Street trees are often identified as the most important improvement that can be added to a street, providing the “biggest bang for your buck.” They should be close enough together to provide shade where needed and, where appropriate, a continuous canopy. They should be appropriate in form to the street they are on, for example columnar trees on narrow sidewalks and trees with central trunks that can be pruned up above business signs on commercial streets. By the same token, appropriate conditions that will allow trees to grow so they can provide the many environmental and aesthetic benefits they have to offer (shade, carbon reduction, storm water collection, visual enhancement). Appropriate conditions include enough soil surface area and volume for their roots to grow and absorb air and water. Large tree wells are good. Continuous landscaped parkways are even better.



Placemaking Tool for Streets: Pedestrian Street Lights

In addition to street lights that illuminate the roadway for vehicles, ornamental lights on lower pedestrian-scale poles can provide additional illumination of the sidewalk at night and can contribute to community and district identity both at night and during the day time.



Placemaking Tool for Streets: Street Furniture

Like lighting, street furniture is functional and can contribute to community and district identity. Bicycle racks, trash receptacles, seating and bus shelters are the most widely used elements.



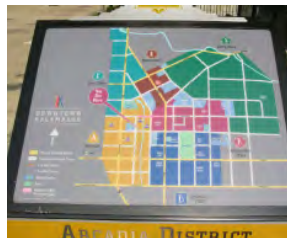
Placemaking Tool for Streets: Sidewalk Parks, Plazas and Gardens

Look for unused or under-used spaces, both public and private where adjacent to the street or to another public space. These spaces can be transformed into usable parks, plazas and gardens to serve community members of all ages.



Placemaking Tool for Streets: Gateways, Wayfinding Signs & Public Art

Gateways let visitors know when they are entering your community. Wayfinding signs help them get around once there. Art can be incorporated into a variety of functional elements in the public realms. You can also provide spaces for temporary art.



Placemaking Tool: Residential Green Streets

The community and City are working together to plant trees on residential streets in East Bayside.

On residential streets, street trees can be planted in parkways or, where sidewalks are too narrow,



in front yards. One tree per lot of a size that will result in a more-or-less continuous canopy is typically ideal. On streets that are at least 8 feet wide, a 4-foot wide walkway can be provided and the remainder of the sidewalk along the curb can be a continuous landscaped parkway that will allow trees to grow bigger and healthier and live long. The parkways can also collect and infiltrate storm water. A gentle slope to the center from either side of the parkway to reduce runoff is the simplest approach. This type of parkway can collect storm water from the sidewalk. A more ambitious approach is to collect storm water from the street, typically by providing inlets from the street gutter into the parkways. With this type of parkway, the storm water can be infiltrated into the ground if the groundwater table is not too close to the surface. Infiltration requires rapidly draining soil and storage capacity. If the native soil does not drain rapidly, it can be replaced to a depth of several feet with gravel or other permeable medium combined with soil. If the storm water cannot be infiltrated, it can be "treated" by grasses and other plant materials that collect and, to some extent, absorb pollutants and then release them back into the street. These approaches to storm water collection can also be used on commercial streets.

Summary of Placemaking Opportunities for Bayside Streets

All Commercial Streets

- Develop a different market niche for each commercial district - appeal to different users and develop a different look. Make the commercial districts complementary rather than competitive with one another.
- Plant more street trees.
- Plant them in parkways or large tree wells.
- Install pedestrian-scale street lights.
- Add crosswalks and corner curb extensions at key streets to make the street more walkable and to better connect East Bayside to Munjoy Hill.



Washington Avenue

- Reduce and narrow curb cuts.
- Widen sidewalks a few feet when new buildings are constructed to provide enough room for street trees in large tree wells or parkways, walking and outdoor dining or other commercial activities.
- Complete the brick sidewalks.
- Locate new buildings along the back of the sidewalk with storefronts and display windows along the sidewalk with parking behind.
- Consider shared parking so each individual business does not have to provide on-site parking.
- Find a good location for a small open space that would support outdoor dining or other commercial/community activities.



Anthony Muench, LA
A.L.M.

Congress Street and Cumberland Avenue

- Consider allowing commercial ground-floor uses in existing buildings on Cumberland Avenue, so that the Congress and Cumberland can function as a single mixed-use district. This will enable the area to evolve with a different character from Washington Avenue.
- Maintain building walls with storefronts along the street.

Anderson Street

- Consider whether Anderson Street might evolve as a low-key mixed industrial/arts/support retail street with access mostly on foot and bicycle, where residents and workers would come for their day-to-day need from coffee and lunch to car repair.
- Create a neighborhood node at/near Fox Street (see Places with Potential)

Residential Streets

- Add parkways and street trees wherever possible.
- Design parkways to collect storm water.



PLACES WITH POTENTIAL

Place with Potential: Fox and Anderson

The intersection of Fox Street and Anderson Street is a community center both geographically and socially. It is at the juncture between the residential neighborhood and the light industrial/arts district. It includes Fox Field, which is the primary outdoor recreational facility in East Bayside and a gathering place for youth. There is potential for both creating a place where a broader spectrum of community members can gather and for building upon the improvements to Fox Field that the City and community are already making. Some ideas for how Fox and Anderson could be transformed over time as funding is found are listed below.

- Paint crosswalks at the 4-way stop.
- Install curb extensions (“bulb-outs”) to increase sidewalk area to emphasize the pedestrian orientation and channelize vehicular traffic. The sidewalk paving could be brick as shown in the adjacent sketches.



Top: Plan view of crosswalks, curb extension and a green space.

Bottom: Bird's eye sketch showing brick paving, street trees and a gateway.



Above: The intersection of Fox and Anderson Streets today.

Below: A sketch showing crosswalks, curb extensions, brick sidewalks, a pocket park, street trees and storm-water collection parkways.

- Working with the property owner and tenant on the northeast corner, add a pocket park on the undeveloped triangle of land and the curb extension with facilities that would complement the uses at Fox Field and support commercial activity.
- Plant street trees in parkways, install pedestrian street lights, and other streetscape improvements.
- Attract neighborhood-serving uses, such as a coffee shop or a deli, to Anderson Street near its intersection with Fox Street.
- Continue to refine facilities around the edges of Fox Field to accommodate complementary park uses, including seating, picnicking, and other park uses. Close the street for special community events and turn the street into a outdoor room.
- Consider programming events at Fox Field.
- Expand the park as more facilities are needed.
- Add a recreation / community center near Fox Field.



Existing sidewalk on Fox Street adjacent to Fox Field.



Sketch of sidewalk with curb extension, storm water parkway and trees.

Place with Potential: Greenleaf Street

Greenleaf Street between Madison Street and Everett Street is currently closed to through traffic. The community can work with the adjacent property owners and the City to decide how to fix it up. You could decide to open it up to through traffic or you could turn it into a pocket park as illustrated in the sketch below.

This is a relatively modest endeavor. It could be planned, designed and even constructed in part by community members and particularly by youth if they identify it as a priority project to pursue.



Place with Potential: Congress/Cumberland and Peppermint Park

Congress/Cumberland could be an even more active mixed-use district with the addition of live-work and other ground floor commercial uses.

Unlike Washington Avenue, which is linear, Congress/Cumberland includes the two major streets as well as the cross streets that connect them. Non-linear districts have placemaking opportunities that linear districts lack. For example, it is easier to close the smaller cross streets for regular events and even spontaneous activities. In addition, Peppermint Park is at the center of the district and can be used for events. In fact, both the park and Montgomery Street and even Smith Street could be used for community events, as illustrated in the adjacent sketches.

Peppermint Park is currently being renovated (see plan below) and should incorporate night lighting and other elements needed for events. In particular, electrical outlets can be provided so that inefficient, polluting generators are not required for events.



Plan for Peppermint Park remodel.

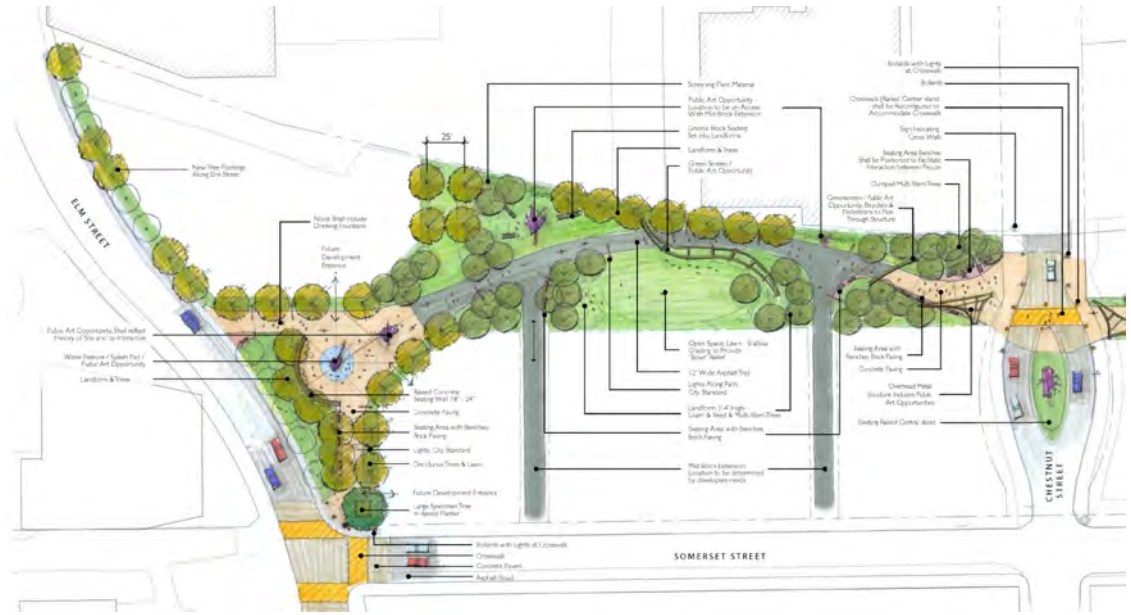


A variety of activities and events can take place in the park.



Place with Potential: Bayside Trail Corridor

The Bayside Trail will create a “greenbelt” between the Marginal Way business corridor and the Anderson Street industrial/arts districts. The trail and its adjacent landscaping will provide pedestrian and bicycle access and amenities for those districts and the nearby residential neighborhood. It also has the potential to attract tenants who would benefit from being adjacent to the trail, both directly and indirectly: bicycle and recreation-related and serving uses, as well as businesses with employees and clients who would like to use the trail for commuting and/or recreation. Retail and restaurants along the trail can benefit from the increased activity. The area along the trail has the potential to develop a unique identity associated with the trail. The community should add more pocket parks and supplemental landscaping, as well as more connections into the community like the one the City is providing from Fox Field.



This plan of a segment of the trail west of Franklin shows the potential for landscaping, although the right-of-way for the trail is not as wide in East Bayside as in the segment shown. Source: Portland Trails



Bicycle rental and repair shops may benefit from the trail.

3. Rebuilding Connections

Reconnecting places within East Bayside as well as reconnecting the East Bayside district with the rest of the City requires engineering, education, enforcement, and encouragement measures. Infrastructure alone cannot effect comprehensive change in the ways people move around and through the district.

Building on the enthusiasm of a new Safe Routes to School coordinator and the strong relationship between the community and the police department, the first step could be the creation of a Safe Routes to School plan for East End Community School. The planning process offers another opportunity to strengthen relationships within the district and to build positive momentum through a shared goal of a safe place for students to walk and ride. The National Safe Routes to School Partnership has a readily-adaptable set of measures that could be implemented at low cost right away.

Examples include:

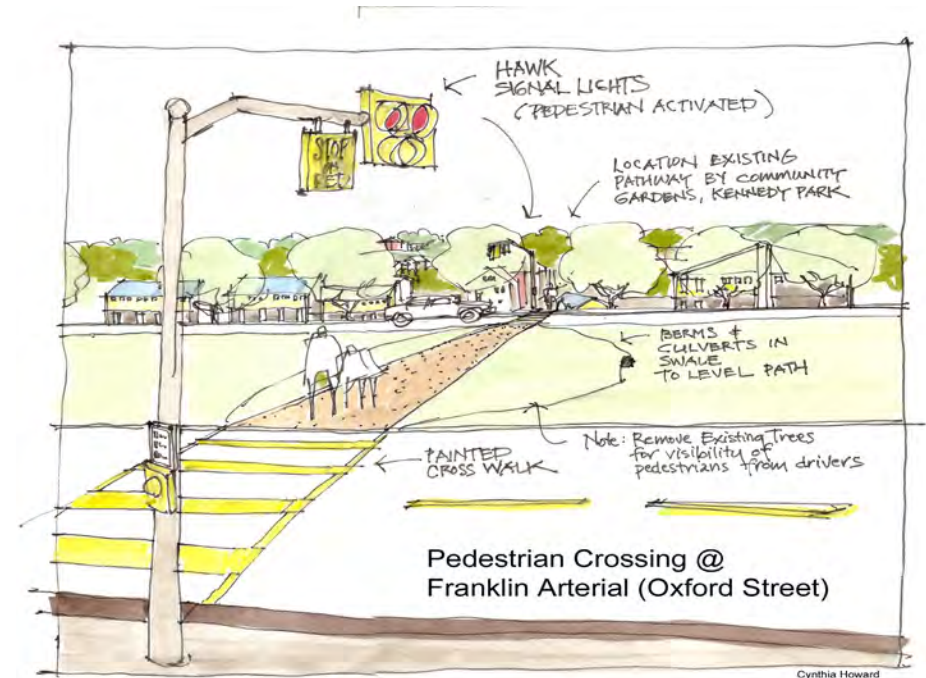
- A walking school bus
- Contests to log the most miles walked or biked to school
- Bike rodeos
- Junior crossing guard programs
- Establishing walking and cycling routes to school

The following pages include short and long-term recommendations for capital projects to improve walking and cycling within the neighborhood.

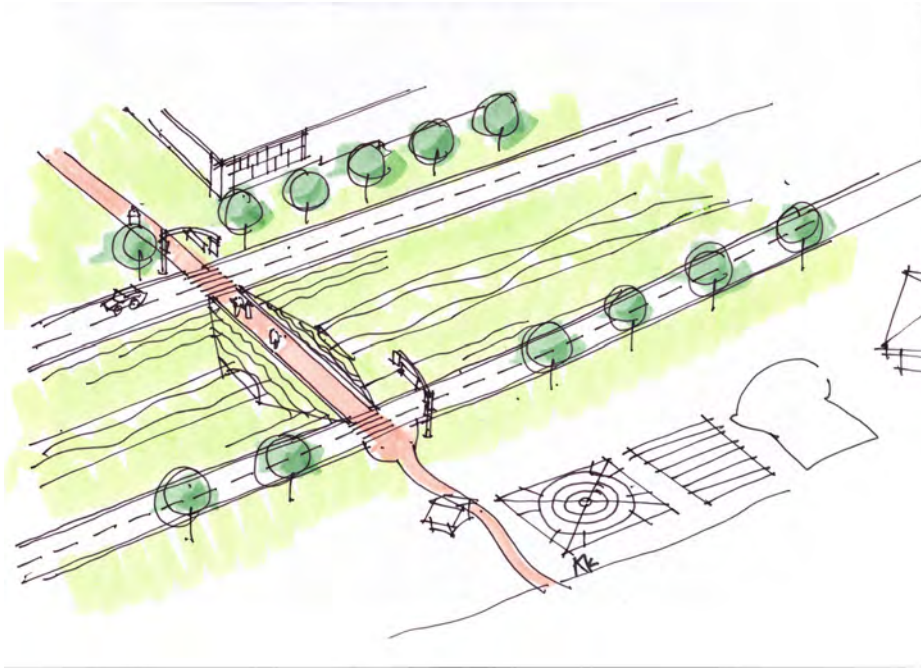
Potential Connection: Franklin Arterial

Franklin Arterial is the subject of a longer planning process currently underway. Likely outcomes include larger capital projects that could take several years to fund, design, permit, and build. In the meantime, a simple short-term project that could be readily expanded as part of a larger vision is a marked crosswalk aligned with the informal path at Oxford Street.

Since Franklin Arterial is a multi-lane street, the most appropriate crossing treatment is either a full pedestrian signal or a beacon such as the HAWK. The HAWK signal is an actuated signal that rests on dark until a pedestrian pushes the button to activate the signal. The signal then shows a yellow and red indication to drivers while pedestrians



get a WALK indication. The HAWK is approved for use in the newest version of the Manual on Uniform Traffic Control Devices.



Potential Connection: Oxford Street Bicycle Boulevard

Oxford Street between Washington Avenue and Franklin Arterial is a quiet, low volume street which could be appropriate for a type of shared lane bikeway known as a Bicycle Boulevard. Bicycle Boulevards are typically residential streets with average daily vehicle volumes of 3,000 or fewer, which include special pavement stencils, wayfinding elements, and traffic calming devices. They provide a comfortable ride for cyclists and are often used to direct less experienced cyclists to routes off of busier streets. They also include bicycle-friendly measures at street crossings such as moving stop signs off the bicycle boulevard to the cross street or even bicycle signals at busy

arterials. Bicycle Boulevards have been in use in Palo Alto and Berkeley, California for the last decade and are growing in popularity. The Initiative for Pedestrian and Bicycle Innovation (IPBI) in Portland, Oregon recently issued the Bicycle Boulevard Guidebook, which includes details about the elements of a successful bike boulevard.



Elements of bicycle boulevards include special pavement stencils and signs as well as traffic calming measures such as traffic circles or street closures that are permanent for cyclists and pedestrians.



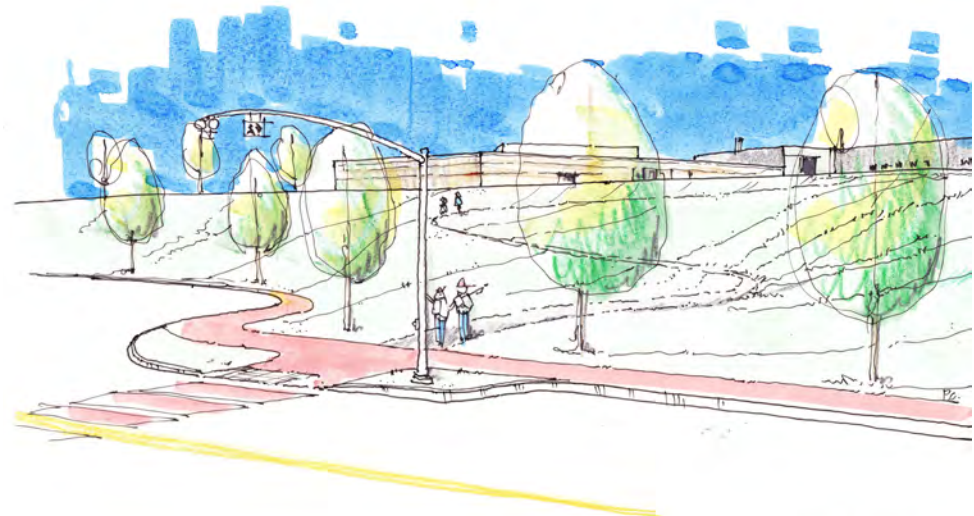
Potential Connection: East End Community School

The first challenge to connecting East Bayside to East End Community School is crossing Washington Avenue. That requires both adding a controlled crossing, for example, a “hawk signal” as shown in the sketch below and slowing down the traffic that is exiting the Interstate.

The next challenge is walking up the hill. There is currently no sidewalk on Washington Avenue to the school and, if there were, it is not likely anyone would use it as it is a rather indirect route. A path up the slope with pedestrian-scale lighting could provide a more usable route.



Existing view of Washington Avenue at East Promenade.



Washington Crossing
Pat Carroll

Sketch of controlled crosswalk and path to the East End Community School.

4. Community as A Green Machine: Sustainable Infrastructure

Green Stormwater Infrastructure

Portland is currently experiencing combined sewer overflows (CSOs). This occurs when stormwater and sewerage are carried in a single system and the flows overwhelm the pipe and/or treatment capacity. Relief points (CSO's) overflow into surface water bodies preventing sewerage from backing up into streets and buildings.



High Point, Seattle



Port Townsend, WA



Maynard Green Street, Seattle

A report was completed with projects identified throughout the City to minimize or eliminate overflows. We would recommend reviewing Green Stormwater Infrastructure as a solution for this basin. If it is determined storm flows from this basin are contributing, installing rain gardens, bioretention areas, rain barrels and planting underutilized rights of way and properties is an efficient way to remove stormwater from the combined system or provide treatment of stormwater if systems are ultimately separated. The Cities of Portland, OR, Seattle, WA, Cleveland, OH are just some of the municipalities

using Green Stormwater Infrastructure as a way of meeting their regulatory goals while improving streetscape, walkability, creating gathering places and providing traffic calming. There are approximately 2-3 overflows in the East Bayside area.



Energy

The least expensive way to ensure there is sufficient energy for the region

is conservation. Efficiency Maine (www.efficiencymaine.com) provides free walk-through energy audits to small businesses and provides potential loans and other financial resources to implement the recommendations.

The next least expensive approaches are passive solar and solar hot water systems. The solar hot water systems can be installed as part of a building or connected to a district energy approach. There are large areas of flat roofs in the industrial area which receive large amounts of unobstructed sunlight.

Included in the range of resources provided by Efficiency Maine is a potential low interest loan for geothermal, insulation, and refrigeration upgrades. A geothermal system uses the temperature of ground water to increase the efficiency of a heating and air conditioning system or to support an industrial process. This East Bayside area

of the City has a high groundwater table and therefore would be a prime candidate for geothermal heating and air conditioning systems, again either as part of a district energy system or for an individual building.

There are several renewable sources of energy in the area as well as nuclear power sources in the region. The peak flows for the Portland area are provided by an oil burning plant. One possibility for the industrial area and including potential re-development in affordable housing would be creating a district energy system. The system could be fueled by biomass (biological material derived from living, or recently living organisms – wikipedia) delivered by rail cars. The waste products of clean green programs and the natural by products of the logging industry are local and readily available sources of energy in comparison to petroleum based fuels. The systems can be set up in a staged manner to be implemented and expanded over years and potentially decades.

The waste energy from industrial processes can be utilized to heat housing units in the evening. Similar systems are being investigated for college campuses, as well as in Pioneer Square in Seattle, and these technologies have been utilized for decades in places like Copenhagen and Malmo Sweden.

The hot water district systems provide both hot water and heat without each housing unit having a large inefficient hot water heater. The initial capital costs provide one of the largest barriers to implementation. Having light industrial areas in the

vicinity to rail adjacent to multifamily housing provides one of the best scenarios for implementation.

Reclaimed water

With the local sewer treatment plant just north of East Bayside, we would recommend reviewing the irrigation demands of Fox Field, the Eastern Prom, East End Community School and adjacent green spaces. If these areas are currently receiving large volumes of irrigation water or they would benefit from receiving irrigation. The sewer treatment plant can sell the reclaimed water to private and public clients such as parks department, school district and mechanical process water in the industrial area. In the City's overall approach for managing resources, this approach can conserve drinking quality water while providing an income source to the treatment facility.

Sea Level Rise

Currently, during high tides with storm events, the sea level elevation comes close to the operating level of the wastewater treatment plant. The elevation of the industrial area of East Bayside allows flooding when there are storm events coinciding with high tides. If new storm outfalls are provided as part of the combined sewer overflow improvements, tide gates would be recommended. The existing outfalls should be retrofitted with tide gates. When properties are redeveloped, reviewing the possibility of raising finish floor elevations in the lower areas during permitting of new buildings. The Green Stormwater Infrastructure approaches listed throughout this document will assist in minimizing the peak storm flows.

APPENDICES

Appendix 1: Additional Resources & Information for Youth Development and Engagement

AUTHENTIC YOUTH CIVIC ENGAGEMENT EXAMPLES: NEIGHBORHOOD RELATED OPPORTUNITIES

The following are examples of how other communities are engaging young people within the neighborhoods in which they live, as well as sites that provide information about how to create an engagement opportunity. Some of these links also provide examples of engagement opportunities that could be created within Portland's schools, community-based organizations or the city. These are not presented as recommendations, but as a way to generate thought and the exploration of possibilities. The EBNO should explore what is right for the East Bayside neighborhood and, in partnership with young people, take the time to create your own ideas using these examples. Each example has a short description and, when available, a link to find out more information. The examples are separated using the Authentic Youth Civic Engagement triangle and two additional categories, General and Youth Activism.

What Kids Can Do (<http://www.whatkidscando.org/>) is a great site for exploring a vast array of youth engagement examples. Based in Providence, R.I., What Kids Can Do (WKCD) is a national nonprofit founded in January 2001. Using the Internet, print, and broadcast media, WKCD presses before the broadest audience possible a dual message: the power of what young people can accomplish when given the opportunities and supports they need and what they can contribute when we take their voices and ideas seriously. The youth who concern WKCD most are those marginalized by poverty, race, and language. On this website, WKCD presents

young people's lives, learning, and work, and their partnerships with adults both in and out of school. The publishing arm, Next Generation Press, honors the power of youth as social documenters, knowledge creators, and advisors to educators, peers, and parents. WKCD is a grant maker, too, collaborating with youth on multimedia, curricula, and research that expand current views of what constitutes challenging learning and achievement.

The Free Child Project's mission is to advocate, inform, and celebrate social change led by and with young people around the world, especially those who have been historically denied the right to participate. This is one of the most comprehensive sites there is about youth and their rights. <http://www.freechild.org>

Connect for Kids and ***Child Advocacy 360*** work to: (1) Connect concerned adults and young people—whether they're new to the issues or already activists—to compelling, accurate information and context on children's issues, as well as tools to take action, (2) Help child- and youth-focused organizations effectively reach a broad audience—the public, professional peers, and policymakers—with their content and materials, and (3) Break down silos in the broad child and youth field and strengthen connections among organizations and agencies to create a stronger, unified voice for children and youth. Through their website, Connect for Kids gives visitors the information and tools they need to learn about issues affecting children, families, and communities and to take action to improve policies and programs, and, ultimately, the fabric of our nation as a whole. <http://www.connectforkids.org/>

Advocates for Youth is an international organization that provides important health and well-being information to young people. They also have great links to sites that promote youth engagement and volunteering. <http://www.advocatesforyouth.org/youth>

Project, Tasks and Services Opportunities

The key elements of this type of AYCE opportunities are:

- That young people can serve in a variety of different roles,
- Most opportunities are short-term in duration, with short-term solutions,
- A minimal amount or no training is required,
- The issues addressed are usually specific in nature,
- Provides a positive experience, allowing participants to feel good about contributing,
- It increases neighborhood involvement,
- When opportunity involves a group it often includes opportunities for relationship building,
- Allows youth to test their interest in engagement activities,
- Almost any youth can find something that interests them or about which they are passionate,
- Provides real value to the neighborhood with a minimal output of time, resources or effort,
- Often allows a very young person to contribute to his or her neighborhood.

Examples of Projects, tasks and services include:

Manatee County, FL: A great website to see the possibilities of a communitywide effort to engage teens in meaningful service projects is from Manatee County Florida.

Their <http://www.volunteermanatee.org/> website includes the Manatee Club which helps teens in the county find exciting and important volunteer opportunities.

Neighborhood Partnership Network: This site identifies a number of neighborhoods who have found ways to engage young people in improving the neighborhoods in which they live. http://www.npnnola.com/associations/neighborhoods/find_by/service/17/youth-engagement

City/Neighborhood Partnerships:

Here are some ideas for how neighborhoods can partner with the city to ensure that young people can become engaged in projects, tasks or service oriented opportunities that will address important issues within their neighborhoods.

- Parks and Recreation Department: Young people have much to offer as volunteers in parks and recreation services offered by the City of Portland. There is currently no formal youth volunteer effort underway, but this could be developed as part of this initiative. Examples of cities/states that are currently engaging youth in their recreation services are:
 - o Scottsdale, AZ <http://www.scottsdaleaz.gov/volunteer/parksrecreation.asp>
 - o Bloomington, IN <http://bloomington.in.gov/parksvol>
 - o The State of Oregon <http://www.oregon.gov/OPRD/VOL/volunteer-ysadesc.shtml>

- Police Department: Law enforcement officers and young people can work together in a number of ways to increase safety, reduce juvenile crime, create a better image of both groups and to build lasting positive relationships that can increase the potential that the young people will want to become officers and that officers will have an increased tolerance for the young people they encounter. Portland's Police already focus a lot of programs toward young people and use a community policing approach which is much more youth friendly. Building on these makes great sense. Work with Officer Petty to explore more ways to build on this partnership. Some sites worth visiting include:
 - o CT Office of Policy & Mgmt: <http://www.ct.gov/opm/cwp/view.asp?a=2974&q=383636>
 - o Constitutional Rights Foundation: <http://www.crf-usa.org/cops--kids-working-together-for-peace-on-the-str/cops--kids.html>
- Community Development: Throughout the nation, many community development organizations and initiatives are reaping the benefits of youth involvement in their work: deeper engagement with the communities they serve, reenergized staff and volunteers, and unique insights that give their work greater impact:
 - o NeighborhoodWorks America: <http://www.nw.org/Network/comstrat/youth/default.asp>
 - o Community Youth Development – Sarasota FL: <http://www.cydonline.org/>

Other Possible Opportunities:

Youth Ambassadors: Youth Ambassador Initiatives take on a variety of approaches but all have the end goal being involving young people in ways that demonstrate their commitment to making the community a better place for everyone.

- Youth Ambassadors of Seattle WA -- Together We Can: -- <http://youthambassadors.net/>
- Youth Service CA: <http://yscal.org/cm/Programs/CATALYST/CATALYST.html>
- D250 Make Your Mark: <http://www.d250.ca/media.asp?ID=34>

There are really an unlimited number of possible AYCE opportunities that can be creating in a neighborhood. The following is a brief list that will get you thinking:

- Helping Others Learn to . . . : Teaching others a skill that you have mastered is a wonderful way to be authentically engaged and a great way to help others. Every young person has something that they are good at and creating a system in Greenville where it is easy to share that "gift" would be a great strategy for this initiative. Examples include a reading volunteer who acts as a tutor, helping illiterate children and adults learn this important skill, a high school sports team that volunteers to teach their skills to younger kids, or young musicians who can introduce others to the joy of music. There are limitless possibilities within this category.
- Supporting Those in Need: There are always people in every neighborhood that from time to time can use a little extra help. Whether that could be accomplished with a food drive, helping to fix up a house of an elderly couple, running errands for those who can't get around or any number of other services young people can help make any neighborhood a better place to live.
- Assisting within recreational opportunities: Young people, especially teens, can provide meaningful service by coaching, umpiring, being guides at Special Olympics, etc.)

- Environmental and cleanup approaches: Young people are often very passionate about the environment and how the neighborhood in which they live appears. Finding effective and meaningful ways to engage them in making their communities look better or to address an environmental issue that is impact where they live is a great way for adults and youth to rally around a cause. The following are a few examples to think about:
 - o Alternatives for Community and Environment: <http://www.ace-ej.org/reep>
 - o Other sites that provide interesting neighborhood based opportunities:
 - o Lubec, ME Aquaculture Project: <http://www.rachel.org/en/node/94>
 - o Boston MA The Food Project: <http://www.thefoodproject.org/youth/index.asp>
 - o Philadelphia Student Union: <http://www.thefoodproject.org/youth/index.asp>
 - o Cefocine, Guayaquil, Ecuador: <http://www.shinealight.org/CEFOCINE.html>
 - o Las Vegas, Nevada: <http://www.lasvegasnevada.gov/TextOnly/Find/4852.htm>

Input and Consultation Opportunities

The key elements of this type of AYCE opportunities are:

- Adults retain the power to decide, but make better decisions based on youth input
- Enhances problem-solving ability of adults dealing with youth-related issues
- Youth have the opportunity to share their perspective in safe and appropriate ways
- Youth and/or adults can set the agenda
- When input is provided over time some skill building and training may be required

- Can be a short- or long-term commitment and results
- Issues addressed can be broad or specific in nature
- Focus is to have a positive impact on more than just individuals

Examples of Input and Consultation include:

- Conversations with Kids: Conversations with Kids is a series of community forums designed to address issues such as these faced by Colorado's communities. The forums convene policy level community leaders, state and local government, research and grant making organizations and community action organizations to develop actionable ideas and move dialog from theory to application and mobilization. http://www.buildassets.org/connections/c4k/c4k_home.htm
- Youth Focus Groups – A youth focus group is a form of qualitative research in which a group of young people is asked about their attitude towards a product, service, concept, advertisement, idea, or packaging. Questions are asked in an interactive group setting where participants are free to talk with other group members. These groups can be facilitated by either an adult, a young person or by a combination of the two. These are only valuable if the young people are truly listened to and if those asking for input are asking for the right reasons. Often this approach is used by elected officials to present a picture of inclusion, without the intention of actually valuing what they hear.
- Youth Advisory Groups - Youth Advisory Groups are basically advisory groups designed to provide neighborhood decision makers with insights that would not occur without the input of youth. They can be developed to serve for a short period of time or they can be organized to exist in an ongoing manner.

- Spokane, WA: Teen Advisory Council - Formed in April, 1986, the Teen Advisory Council (TAC) provides an opportunity for teens in grades 8-12 from schools and organizations throughout Spokane County to get involved in community projects and initiatives of the Chase Youth Commission. <http://www.chaseyouth.org/>
- Farmington Hills, MI: The Farmington/Farmington Hills Mayor's Youth Council is a group of teens dedicated to bettering their city by creating programs that appeal to high-school students. The MYC gives teens the opportunity to have fun, make new friends, plan events, and get involved in their community. Members have the chance to get hands-on experience in local government by working with the City Council while learning leadership and organizational skills. This is civic training at its best, giving kids the outlets and tools they need to increase their understanding of how to run a municipal body and make a difference. <http://www.ci.farmington-hills.mi.us/F2H/MYC/OverviewMYC.htm>
- Hampton, VA: Hampton has young people serving on their neighborhood advisory committees. The Neighborhood advisory group's mission is, "Improve Hampton's neighborhoods by inspiring and involving youth in leadership, and creating a sense of unity between youth and adults. <http://www.altinc.org/projects/NYAB/NAYBindex.html>

Youth Advocacy:

Youth Health Advocates: The mission of the Youth Health Advocates Project is to create a network of service clubs at public and private high schools throughout Santa Clara County CA that will help nurture junior YHA clubs at elementary and middle schools in their local neighborhoods. This action will promote public awareness of the necessity of good nutrition and regular physical exercise to support wellness in their community and themselves. The goal is to recruit, train, and mobilize 1,000 Youth

Health Advocates by the year 2010, by creating a new kind of wellness movement that is of, by, and for young people who want to take an active leadership role in confronting important community health issues. <http://www.youads.org/>

Shared Leadership Opportunities

The key elements of this type of AYCE opportunities are:

- Responsibilities shared among all members (youth and adult)
- A far greater level of commitment is required of everyone
- Higher level of skills and training required
- Focus on broader issues (policies, strategic plans, shared authority, system changes, etc.)
- Has the greatest potential for impacting all youth
- Outcomes tend to be long-term solutions
- Changes the norm of who gets to be at the "table"
- Increases the leadership pool

Neighborhood Commissions: Neighborhood Commissions are structured and created as any other commission in a city. They have some power to act, but are primarily used as a way for elected officials to gain information and support for issues related to neighborhoods. Greenville does not have a Neighborhood Commission, however they do meet regularly with neighborhood leaders. Whether the city continues to use this format or if it creates a Neighborhood Commission young people should have the opportunity to serve as equal participants.

City of Hampton, VA: This 21 member Neighborhood Commission is a standing Commission within the city. It is made up of the leaders from the 10 neighborhood

districts, faith based leaders, non-profit leaders, school representatives, city staff and 2 youth members. The 2 youth members in turn facilitate a youth advisory group with 2 representatives from each of the 10 neighborhood districts. This affords the youth on the commission with the insights of youth from all the neighborhoods.

<http://www.hampton.gov/neighborhoods/commission.html>

Community/Neighborhood Youth Mapping approaches: Community/Neighborhood Youth Mapping (CYM) is a catalyst to mobilize youth and adults as they identify resources and opportunities that exist in their neighborhood. Through the CYM process, young people and adults canvass their neighborhoods in search of places to go and things to do. Using this data collection strategy, young people across the nation have identified a host of resources that may not be found in traditional directories. http://www.communityyouthmapping.org/about_cym.asp

AED has successfully assisted over 60 communities in the United States to implement a Community Youth Mapping initiative. All of these communities can be visited at the above site.

Youth as Voting Members in Neighborhood Associations: Neighborhood Associations are usually a group of individuals who serve as the leaders of their neighborhood. They are usually formal organizations with voting members and the members are chosen by their neighbors. Very rarely are young people a part of these groups. In fact members tend to be senior citizens who focus on keeping the neighborhood as it is or was as much as possible. However, as the demographics of the neighborhood

change these leaders often fail to consider the new needs that are being created. By including the diversity of the neighborhood, including its young people, better decisions are likely to occur.

Intergenerational Models of Community Organizing: Southern Echo's underlying goal is to empower local communities through effective community organizing work, in order to create a process through which community people can build the broad-based organizations necessary to hold the political, economic, educational, and environmental systems accountable to the needs and interests of the African-American community. <http://southernecho.org/s/>

East Nashville – Oasis Community Impact: OCI is an initiative that works with youth to promote educational and economic equity for urban students, schools, and neighborhoods by cultivating grassroots leadership through a youth organizing strategy. <http://www.teenedge.com/article.aspx?iid=1143&tid=10&cid=19>

Youth Activism Opportunities

Youth activism is best summarized as youth voice engaged in community organizing for social change. Around the world young people are engaged as activism planners, researchers, teachers, evaluators, social workers, decision-makers, advocates and leading actors in the environmental movement, social justice organizations, campaigns supporting or opposing controversial issues. Within neighborhoods young people would identify issues of importance to them and their neighborhood,

research and analyze the causes, issues and solutions, and develop and carry out action plans to effect social change. Some inspiring examples of youth in activist roles follow.

Teens Turning Green is a national coalition of teens educating peers and community members about safe, healthy, and green lifestyle choices. The campaign focuses on the daily chemical exposures in our schools and communities that harm our health. Teens across the country work to advocate for policy change to protect our health and inspire actions that sustain our earth. <http://www.teensturninggreen.org/>

Youth Empowerment Center (Oakland, CA) - This is the youth empowerment center website with information about several Bay Area youth organizing groups. <http://www.youthec.org/>

Homies Unidos (Los Angeles, CA) - A non-profit dedicated to positive organizing among Latino youth gangs. The site includes useful research and other related material. <http://homiesunidos.org/>

Ya-Ya Network Youth Activists/Youth Allies (New York, NY) - A NY citywide network of young activists, their adult allies & established youth programs. They are anti-racist, anti-sexist allies with the LGBTQ community. They are an activist organization staffed by youth 15-19, primarily youth of color. They organize around the issues that impact on the quality of life of young people in NYC with a particular focus on counter-military

recruiting and the links between militarism and other social justice issues. <http://www.yayanetwork.org/>

Ruckus Society (Oakland, CA) - The Ruckus Society provides training in the skills of non-violent civil disobedience to help environmental and human rights organizations achieve their goals. The site offers training manuals for non-violent protest and information about action camps. <http://www.ruckus.org/>

Global Youth Connect (Mountain View, CA) - The mission is to build and support a community of youth working to defend human rights and social justice and to inspire and empower a new generation of youth to act for meaningful social change. <http://www.globalyouthconnect.org/>

The Young & the Restless - Highlander Center (New Market, TN) - Offers the democratic space and the skills for youth aged 15-21 to find their own voices and leadership. The program works with young people in a number of ways, including extensive outreach, field visits, and ongoing backup to support youth activists in their communities; and an intensive, youth-led camp called Seeds of Fire that gathers 20-25 young activists and provides them with peer-based training and experiences that open up the concepts of youth power, critical thinking about organizing, and ownership of their own projects and organizations. <http://www.highlandercenter.org/p-seeds-of-fire.asp>

The Center for Teen Empowerment (Boston, MA) - The mission of the Center for Teen Empowerment is to realize the potential of inner-city youth to build healthier and safer communities and schools. Teen Empowerment hires and trains urban youth, including at risk youth, to be community organizers. Programs are based on the belief that urban youth represent a valuable, untapped resource and can significantly contribute to the rejuvenation of neighborhoods and local institutions. <http://www.teenempowerment.org/>

Seattle Young People's Project (Seattle, WA) - Seattle Young People's Project is a youth-led youth empowerment organization set up to provide young people with a voice to effect social change. <http://www.sypp.org/>

Just Act! for Human Rights (Washington, DC) - Changing young people's lives by helping them develop the leadership and vision necessary to advocate for meaningful change in their communities. <http://www.streetlaw.org/en/index.aspx>

Youth Speaks (San Francisco, CA) - Building and nurturing the next generation of leaders through the written and spoken word. Innovative programs nurture and develop the youth voice and promote positive social dialogue across boundaries of age, race, class, gender, culture, and sexual orientation. Throughout each facet of the organization, Youth Speak encourages active literacy, honest writing, and critical thought. <http://www.youthspeaks.org/>

Mobilizing America's Youth (Berkley, CA) - An all-partisan network dedicated to educating, empowering, and energizing young people to increase our civic engagement and political participation. <http://www.mobilize.org/>

Appendix 2: Notes From 3.30.10 SDAT Crowdsourcing Focus Group

Places of Destination/Sense of Community						
1 Year	1-5 Years	5 Years	Notes	Checks	Stars	\$\$\$\$\$
Assessment of available space/current resources (meeting, studio, performance, creatives, talent.			Neighborhoods or citywide?	5		
Work plan/development plan for achieving realization of physical structure/building/community center.			Business plan needed			
Hold roundtable, public input sessions (invite schools, students, teachers to process).			Offer at neutral location	2		
Kickoff art or cultural event (Peppermint Park art celebration or N. Boyd trail connection).				5		
Neighborhood ownership exploration						
	Purchase property or building for development of community space (for local organizations, arts, etc.)		1. Support local ownership 2. Will it create jobs for neighborhood families & at what wages? 3. Could this be physical space for suggested business incubator? 4. Show me the \$\$\$-business plan	7		2
	Proactive push to highlight existing cultural resources, pull more in (galleries, artists).			2		1
	Continue to assess/track progress					

Attainability/Housing						
Up to 1 Year	1-5 Years	5 Years	Notes	Checks	Stars	\$\$\$\$\$
What are barriers to more housing?				1		
Identify sites (redevelopment)				4	1	
See where local business employees work-survey? Ask what kind of housing they would demand and dialogue with businesses.			Assess links to public transportation.	1		
Convene with developers.						
	Arterial plan with preferred alternative (will include new developable land) with concept designs/visioning.			1		
	Stengthen inclusionary zoning (3 years) Density bonuses for affordable housing.			1		
	Focus on family housing with associated amenities: open space, youth programs, etc. Stem loos of families to suburbs.		1. Access to childcare. 2. Bring in first time home owners or renters (young families). 3. Seattle is a great example of including families in the downtown development plan.	3		
		Add 200 units of housing (100 affordable and 100 market rate)	1. Mix of all income levels is important. 2. May be too high of a number 50/50?	6	1	
		Reinvigorate Public Housing (10+ years)		8	1	

Small Business Development & Job Creation

Small Business/Jobs	Up to year 1	1-5 Years	5+ Years	Notes	Checks	Stars	\$\$\$\$
	Jobs for youth partner with small businesses (casey) 16-20 years of age			1. Start early in schools 2. Jobs in restaurants, farms, with artists & trades. 3. Sounds nice- make it work. 4. Like does for Maine graduates- CF opportunity Maine	11		
	Mentoring programs (business to business)			1. Very effective when happens holistically, otherwise not helpful. 2. Maine's Womens Fund program "Women Standing Together" could be helpful	5		1
		Business Incubator		1. Is it needed? Yes for arts businesses, agricultural business projects	1	1	1
		Sector Focus Business Development i.e. Restaurant strip, artists		Identity- Washington Avenue and Congress are well defined but not industrial area	4	1	1
			Pipeline job development: Apprenticeship, education, incubation, entrepreneurship	1. Focus on agricultural/food, the arts & manufacturing. 2. Start within 2.5 years of 5 year period.	6		
			Grow bigger small businesses (with triple bottom line lens).	1. Need clear guidelines/vision. 2. Keep to "sector" focus. 3. Do we want bigger businesses in this neighborhood?	1	1	1

Creative Industry Zoning District							
Zoning	Up to year 1	1-5 Years	5+ Years	Notes	Checks	Stars	\$\$\$\$
ILB to B-5		Arts retention program with incentives		1. Bonuses/retention: Just the arts? 2. Affordability	0	0	0
						1- Somewhere in between the two options	
Modified B-5 with arts bonus		Modified B-5 with arts bonus		1. Is there enough ILB in the city? 2. Cultural heritage 3. Local ownership 4. Need to keep light industrial for the arts	12	0	0

TEAM ROSTER

Portland, ME Sustainable Design Assessment Team Members



J. TODD SCOTT, AIA – SDAT TEAM LEADER

Todd is a licensed architect who specializes in historic preservation and downtown revitalization. His preservation experience includes stints with Oklahoma City, as historic preservation officer, and with King County, Washington, where he currently provides assistance for historic properties in that county and sixteen suburban

and rural communities. He recently completed the intensive level survey of 175 historic barns on the Enumclaw Plateau and 200 historic residential and commercial properties in Kent, both in King County.

He has been involved in the rehabilitation of hundreds of structures in dozens of small downtowns as the state architect for Oklahoma Main Street and for DesignWorks, an arts-based design charrette program. Todd also served as community development director and assistant city manager for the city of Astoria, Oregon. He has presented at numerous state, regional, and national conferences on topics ranging from sustainability in design to mounting grass roots campaigns for endangered structures. Todd has served on the boards of various non-profit agencies including heritage organizations, community development corporations, urban renewal authorities, and architectural foundations.



PATRICIA SMITH, ASLA, AICP - CONNECTIVITY

Patricia Smith, ASLA, AICP has more than 20 years experience providing urban design and landscape architecture services to private and public sector clients. She specializes in streetscape improvements. With ZGF, she prepared the Master Plan for Santa Monica Boulevard in West Hollywood which received a

national AIA Urban Design Award in 2001, followed by the landscape design plans for the boulevard, including extensive median landscaping. Construction was completed in 2001. She designed and prepared construction documents for Phase 1 streetscape and landscape improvements in the Los Angeles Sports and Entertainment District around Staples Center and prepared the Streetscape Master Plan for future improvements. Pat prepared the Mission Street Specific Plan for the City of South Pasadena in 1995 and more recently prepared a Downtown Streetscape Plan and construction documents for the same area. She worked with the local community in the residential South Park community of Los Angeles to design Venice Hope Park, which includes an integrated public art component. She has prepared more than 20 landscape plans for elementary, middle and high schools, with an emphasis on replacing asphalt with play fields and planting area and providing shade through strategic tree planting.



SELETA REYNOLDS, AICP – BICYCLE AND PEDESTRIAN PLANNING

Seleta Reynolds, AICP has 12 years of experience planning, funding, and implementing active transportation projects. She is the leader of Fehr & Peers's Pedestrian and Bicycle Discipline Group, meaning she is involved in most complex bicycle

and pedestrian-related studies conducted by the company, and she manages the firm's Seattle office. She serves on the TRB Pedestrian Committee, the WalkScore Advisory Board, the National Complete Streets Steering Committee, and as the President of the Association of Pedestrian and Bicycle Professionals. She has lectured on complete streets for Portland State University, the University of California at Berkeley, and San Jose State University. Seleta contributed to the National Safe Routes to School toolbox and the upcoming AASHTO Guide to the Development of Bikeways. Recent projects include bike design guidelines for the City of Redmond, WA; a multi-modal plan for Cal State Long Beach, CA; Safe Routes to School plans and designs for Sonoma and Santa Clara, CA; and bicycle master plans for the cities of Kent and Des Moines, WA. She has written grants totaling over \$2 million for bicycle and pedestrian projects throughout the west. Prior to joining Fehr & Peers in 2001, she was the bicycle and pedestrian coordinator for the City of Oakland, California. One of her favorite recent projects done in her spare time was a civic art collaboration with Steve Lambert to create a series of posters envisioning the future of transportation unconstrained by politics, funding, or feasibility. The posters were

installed in kiosks along Market Street in San Francisco, CA (<http://visitsteve.com/work/wish-you-were-here-postcards-from-our-awesome-future-2/>).



NEIL TAKEMOTO – CREATIVE ECONOMY/ COMMUNITY

Neil Takemoto is the founding director of CoolTown Beta Communities, a crowdsourced-based placemaking and economic development firm codeveloping natural cultural districts with creatives. His work over

the last 14 years has been committed to the development of places with significant economic, environmental and social benefit, currently working in Syracuse, New Orleans and Washington DC.

Neil is the founder of CoolTown Studios, a 'crowdsourcing cool places for creatives' blog/news site that attracts 40,000 unique visitors a month. It has been featured in Architect Magazine and the ULI's annual developers conference.

He is also the cofounder of Bubbly, a crowdsourcing web application, and Mobfuse, a crowdsourcing consulting firm. With Andres Duany, Neil co-founded the National Town Builders Association in 1997, the only business trade group of Smart Growth/ New Urbanism real estate developers. Prior to that, he founded a national nonprofit educational clearinghouse for the New Urbanism field.



RICHARD GOLL – YOUTH DEVELOPMENT

Richard Goll, co-founder and principal officer of Onsite-Insights, has over 35 years of experience in the field of youth development, with the last 15 focusing on youth and adult partnerships and youth engagement. From 1973 to his retirement

in 2001, Rich was Chief Executive Officer of Alternatives, Inc., a not-for-profit youth development organization in Hampton, Virginia, specializing in youth engagement and the creation of youth and adult partnerships. During this time, he guided the agency through many phases, each of which has been recognized for excellence at a local, state, and national level.

From the late 1960s through the early 1980s, Rich was responsible for the development and implementation of substance abuse treatment and prevention services in Maine, New York, and Virginia. In 1985, Alternatives, Inc. was recognized as the premier school-based substance abuse prevention service in the country. Also during this time, Rich co-founded and was a president of the Virginia Association of Drug and Alcohol Programs. He was instrumental in the development of the original certification process for Virginia's substance abuse counselors and served on a White House Commission studying national policy governing substance abuse services for youth.

In the early 1990s he guided the organization from substance abuse specific work into the field of youth development. He also was one of the chief architects for the youth civic engagement initiative in Hampton. This initiative was recently awarded Harvard's

2005 Innovations in American Government Award. When he retired, Alternatives Inc. was providing 34 different services that served as laboratories and research efforts for determining the most effective youth development, youth and adult partnership or youth engagement practices.

Currently he speaks and trains across the country on topics including youth master planning, youth engagement, youth and adult partnerships and organizational visioning and culture. He serves as a trainer and curriculum specialist for Search Institute, and consults with school districts, city governments, foundations and commissions, as well as local, regional, state, and national service organizations. He has authored or assisted in the development and publication of numerous articles, manuals, and curricula.



REEMBERTO RODRIGUEZ- HOUSING/ NEIGHBORHOOD REVITALIZATION

Reemberto Rodriguez recently became the Director of the Silver Spring Regional Center. In this appointed position he is responsible for the efficient and effective delivery of public services and policy development for a major unincorporated area in Montgomery County,

Maryland. Previously, he was the Training Manager for the Community Building and Organizing Professional Certificate Program at NeighborWorks America's Training Institutes. He coordinated the curriculum for this Program as well as the curriculum for the Community Leadership Institutes, a regular convening of residents, volunteers, and partners of NeighborWorks Network member organizations. He

has worked for NeighborWorks America's Organizational Assessment Division and Field Offices. Reemberto's background includes community organizing, leadership development, civic participation, community design, urban planning, and teaching at the graduate level. He was an active member in his neighborhood in Atlanta for over 30 years before moving with his family to the Washington D.C. area three years ago. Reemberto holds Masters degrees in Architecture and Community Development; and is a graduate from the Development Training Institute fellowship program. He lives near downtown Silver Spring with his wife and two sons.



**DAVE RODGERS, PE, LEED AP- GREEN
INFRASTRUCTURE**

Dave Rodgers, PE, LEED® AP is a principal civil engineer at SvR Design Company, a Seattle-based landscape architecture and civil engineering firm specializing in integrated and environmentally responsible design. SvR's areas of practice include green infrastructure,

complete streets, civic and community centers, mixed-use development, housing, parks and recreation, and environmental restoration. Dave has worked on a variety of projects from affordable housing redevelopments, to infill housing and living buildings, to parks and arterials. He also has extensive experience with low impact drainage design including natural drainage systems. He led the design of the third phase of the 102-acre HOPE VI NewHolly Housing Redevelopment and has led the design for a number of community oriented streetscapes, parks and trails, including the implementation of the Seattle Bicycle Master Plan. Dave is a professional engineer

with 17 years of experience; he holds a degree in Civil/Environmental Engineering from Clarkson University.

AIA STAFF:

ERIN SIMMONS

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. To date, Erin has served as staff lead on over 30 design assistance teams. Prior to joining the AIA, Erin worked as senior historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

JOEL MILLS

Joel Mills serves as Director of the Center for Communities by Design at the American Institute of Architects. He provides process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design

Assistance Team (R/UDAT) programs. In this capacity, he works with AIA components, members and partner organizations to provide technical assistance to communities across the country on sustainability and urban design. His expertise is in civic health and governance, and includes community-based technical assistance, process design, facilitation and training across a number of fields including juvenile justice reform, local government, education, family strengthening, civic media and emergency management. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. He maintains active memberships in the International Association of Facilitators (IAF), the International Association for Public Participation (IAP2), and the National Coalition for Dialogue and Deliberation (NCDD). His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The Washington Post, and other major media sources.

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Co-chair: Alan Holt- Adjunct Professor, Muskie School of Public
Service | CPD

Co-chair: Belinda Ray- Community Organizer, EBNO

Richard Barringer- Professor, Muskie School of Public Service |
CPD

Mac Collins- Maine AIA Executive Board



Kevin Donoghue- District 2 City Councilor, City of Portland

Alex Endy- President, EBNO

Eric Stark- Professor of Architecture, UMA Architecture Program

Penny St. Louis Littell- Director, Portland Department of
Planning & Development

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Mark Adelson- Executive Director, Portland Housing Authority

Ethan Boxer- Macomber, Avesta Housing

Molly Casto- Senior Planner, City of Portland

Nan Cumming- Executive Director, Portland Trails

Joseph Gray- City Manager, City of Portland

Peggy Hinman- Outreach Coordinator, The Root Cellar

Kurt Holmgren- Portland Director, The Root Cellar

Craig Lapine- Executive Director, Cultivating Community

Greg Martin- EBNO

Markos Miller- Co-chair of the Franklin Reclamation Authority

Officer Gayle Petty- Senior Lead Officer for East Bayside,
Portland Police

Sally Struever- Co-chair of the East End Shops

Dana Totman- President; Avesta Housing

Business In-Kind Support

Alan Holt | Community Design Studio

Jed Rathband | Stone's Throw Consulting

James Redpath | Videographer

Community In-Kind Support

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Portland High School & the John Ford Auditorium

The Root Cellar

The Wishcamper Center | Muskie School of Public Service

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Coffee by Design

Hannaford's

Katie Made Bakery

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Pepperclub

Ricetta's

Saeed Saeed, Middle East Food

Skinny Cart BBQ

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Fatima Aljabali

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Christine King

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Duraid Showkat

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Jennifer Hutchins- Director of Communications

Barbara Ives- Project Assistant, New England Environmental Finance Center

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Alan Holt- Planning Workshop Director/Adjunct Professor

Robin (Diana) Beck

Randy Lautz

Laurie Leader

Hedda Steinhoff

John Stoll

Ken Whitney

Eileen Wilkinson

Damon Yakovleff

Thea Youngs

Charrette Volunteers from the Maine Design Community

Two-day Volunteers:

Michael Belleau, RA

Sergio Gaddar, AIA

Alan Holt, AIA

Cynthia Howard, AIA

One-day Volunteers:

Evan Carroll, RA

Pat Carroll, LA

Mac Collin, AIA

Dan Deprez, UMA Architecture Student

Alan Kuniholm, AIA

Kevin Moquin, AIA

Tony Muench, LA

Eric Stark, RA

Mark Torres, UMA Architecture Student

Half-day Volunteers:

Jennifer Cluster, LA

Kenji Funahashi, RA

Allison Zuckman, RA

