Strategies for Addressing Homelessness on the Westside

NORTH TEMPLE NEIGHBORHOOD CHANGE:
Promoting Equitable Development Along the North Temple Corridor

Westside Studio   Spring 2017
Authors:
Chelsee Barrett
Robert Holcomb
Guille L Peláez
Skyler Sherman

Instructors:
Ivis Garcia
Tammy Hunsaker

Aknowledgements:
Funders: University of Utah Community-Based Research (CBR) Grant Program and University Neighborhood Partners

Community Partners:
Elizabeth Buehler
Civic Engagement Manager, Salt Lake City

Ashley Cleveland
Assist. Inc.
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About Westside Studio

The Westside Studio brings together the College of Architecture + Planning at the University of Utah with University Neighborhood Partners, NeighborWorks, the City of Salt Lake, local residents, and other stakeholders to identify assets in west side neighborhoods, develop proposals for building upon these assets, and work toward implementing the proposals through collaborative envisioning, advocating, and demonstrating with the goal of enhancing the vitality and vibrancy of west side communities.

Westside studio is a workshop course offered by the University of Utah through its Department of City and Metropolitan Planning. Its purpose is to conduct research and projects in partnership with neighborhoods on the west side of Salt Lake City, Utah. Every year, the studio chooses a project related to community development, local planning, or promoting local art and culture in a west side neighborhood, giving students a chance to work directly with community partners.

North Temple is in the midst of transforming into a mixed-use, multi-modal corridor that unites low-density residential areas. The addition of the TRAX light rail line brought significant public investment that has leveraged private development.

The corridor has been established as an urban renewal area by the Redevelopment Agency of Salt Lake City to further the leveraging of public and private investment. As neighborhood change occurs, it is important that policies and practices promote equitable development that considers existing underrepresented residential groups while also serving the needs of a growing and changing community.

Executive Summary

This report is the product of University of Utah Community-Based Research (CBR) Grant Program and University Neighborhood Partners. It is one of several culminating documents for the Westside Studio Spring 2017 class NORTH TEMPLE NEIGHBORHOOD CHANGE: Promoting Equitable Development Along the North Temple Corridor. This particular document focuses on the issue of homelessness on the Westside. In our exploration of the issue we have two found two key focuses, the addressing presence of Homeless Encampments along the Jordan River and integrating community engagement through Neighborhood-Based Services. The document features creative solutions accompanied by case studies of similar strategies to aid in the dialogue.
Palmer DePaulis was the Mayor of Salt Lake City from 1985 to 1992 and during that time, the first homeless shelter was developed under his control. The Road Home, an emergency-shelter for individuals experiencing homelessness, has over 1000 beds and is overflowing on most winter nights according to reports from KSL News in Salt Lake City, Utah. Solutions were needed to help the homeless and new strategies to end chronic homelessness were sought.

In December of 2014, Salt Lake City began identifying sites that would be acceptable for new homeless resources centers (slcgov.com). This was needed to help serve the increase in homeless individuals in the Salt Lake City region. Salt Lake City organized a Homeless Services Site Evaluation Commission (HSSEC) to find the best locations for the new shelters. This commission recommended a “scattered site model” for the new shelters (slcgov.com). This method would produce separate shelters that would better serve the homeless population by offering specialized services at each location to the identified sub-populations of the homeless in Utah. Public input was sought for this new proposal in the fall of 2014 and the HSSEC meet several times to develop a new model that would have lasting effects on the homelessness and housing crisis in Utah. The Site Selection Evaluation Commission adopted this new “scattered site model” shortly afterwards (slcgov.com).

During February of 2015, the Gateway mall which is a block from the The Roads Home, was purchased by the Arizona based investment firm Vestar. Vestar announced it was going to invest up to 100 million dollars into renovating the mall. Concerns to the future of the The Roads
Home Shelter grew after the purchase (KSL.com). Questions about the mayor’s motivation to close The Road Home is tied to the sale of the mall from many residents.

During the Utah legislative session of 2016, government officials, advocates, service providers, and business leaders from Salt Lake City and Salt Lake County collaborated to pass legislation that would change the structure of how to provide services throughout the state. The Salt Lake County Collective Impact Steering Committee advocated for $27 million in state funding to develop new service and housing models (slcgov.com). From the meeting of this committee, the new scattered site model was created and adopted to help meet the needs of the homeless population in Utah. On March 25, 2016 HB436 that was sponsored by Rep. Francis Gibson, was signed by Governor Gary Herbert. HB436 was the first appropriation of $9.25 million in the State’s commitment to fund $27 million over the next three years to the homeless resources centers (slcgov.com). On April 18, 2016, Mayor Biskupski reconvened the Homeless Services Site Evaluation Commission to make recommendations on where to locate the new homeless resource centers (KSL.com).

On December 13, 2016, Mayor Biskupski and Council Chair James Rogers announced the location of the newly proposed four sites after evaluation based on specific criteria (KSL.com). The Salt Lake City Council called a special public meeting to formalize a resolution with the mayor. Town Hall meetings were held to get the response of the residents in the proposed areas. The Simpson Avenue site was extremely controversial and brought out many in the community to voice their displeasure with the decision and the overall decision process.

On February 24 2016, it was announced that two new resource centers would be built instead of the proposed four locations (slcgov.com). Evaluation and final selection of the resource centers was based on federal guidelines including City zoning and ordinance restrictions. Mayor Biskupski and the City Council took the recommendations from the Homeless Services Site Evaluation Commission (HSSEC) in choosing the four locations. The HSSEC had a 16 different criteria it evaluated to choose a location (slcgov.com). The criteria for success are:

1. Well-designed building and site
2. Has community, not institutional feel, aesthetically pleasing
3. Design for safety using Crime Prevention Through Environmental Design standards (CPTED)
4. Integrated into surrounding area
5. Flexibility to accommodate systematic development and changing needs of homeless population
6. Design to affirm innate human dignity
7. Appropriate for sub-populations to be serviced
8. Part of larger neighborhood
9. Close to public transportation as appropriate to access needed services
10. Not conducive for regional drug trade, safety is key
11. Internalized services, no public queuing
12. Includes outdoor gathering space
13. Space for 24/7 occupation
14. Includes easy access to: shelter, day services, medical, behavioral health, detox, community partners, space for pets, storage, hot box (decontaminate clothing and personal belongings)
15. Site to include office space for intake and case workers
16. Utilize technology to better serve
During June 2016, several public workshops were presented by Salt Lake City to determine the concerns of the residents. Four topic emerged from the workshops (slc.gov.com):

1. **Not Conducive for Regional Drug Trade/Safety is Key:** The Salt Lake City Police Department has determined that proximity to interstate on-and-off ramps is an indicator of local drug activity, along with ease of access to the resource center. Potential resource center sites will be evaluated based on their proximity to freeway ramps in Salt Lake City and ease of access to specific centers.

2. **Close to Public Transportation as Appropriate to Access Needed Services:** Transportation is a major hurdle to treatment for many individuals experiencing homelessness. Potential sites will be evaluated based on their proximity to public transportation, which is defined as half a mile from TRAX stops and frequent bus lines.

3. **Includes Easy Access to Shelter, Day Services, Medical, Behavioral Health, Detox, Community Partners, Space for Pets, Storage, Hot Box (Decontaminate Clothing and Personal Belongings):** While resource centers will have critical services inside the facility, potential sites will be evaluated based on their accessibility to existing, and future known services, both in terms of physical proximity and ease of transit.

4. **Part of a Larger Neighborhood:** Resource centers will be a temporary home for individuals experiencing homelessness and should be built in areas conducive to multi-family residential living. Potential sites will be evaluated based on residential livability factors, including proximity to grocery stores, and day-to-day amenities. (Slc.gov.com)
Introduction

The Rosepark area has been proposed a site located at 648 w 100 s. This site is currently zoned GMU owned by the Redevelopment Agency of Salt Lake City (RDA) and the market value price ranges from $321,000 to $717,000 for the 1.8-acre site. The land is currently temporarily leased to the Wasatch Community Gardens that has a community garden at this location. This site is approximately four blocks from the current Road Home Shelter and half a block from the Fairpark Community Council area. This site will require a zoning text amendment and approval of a conditional use permit. Utility upgrades will be needed for the resources center and noise mitigation will be required because of the close proximity to railroad tracks. The area near this location is notorious the sale of illegal drugs and criminal activity.

Residents were surprised and taken off guard by the locations that were chosen. The sugarhouse location on Simpson Avenue has experienced the most resistance from neighbors and concerned citizens. Many residents did not like how the majority of the process was not inclusive to the general public and how the Mayor choose to execute this proposal. Residents wanted to have public input before the decision was made. City council meetings and town hall meetings were packed with angry homeowners worried about what would become of their neighborhood. Residents feared the worst and did not want the same situation to develop here that has on Rio Grande Street. Safety on the street and in the neighborhoods and drug use was a major concern for many residents and especially for those with young families.

Residents wanted concrete answers to how the crime rate would not increase and how the police would enforce low-level crimes when they cannot arrest because of overcrowded jails. This increase in crime rates could deteriorate the housing market and cause home values to drop negatively affecting the residents that own property in the area.

Residents wanted reassurance of several public safety issues. These include: isolation from the shelter, for the shelter to be strict about clients, to prevent camping nearby, to increase lighting in the streets, to fence off the rail lines, and to increase security for nearby businesses. Residents were also concerned with losing the community garden, hurting the rehabilitation that has already happened on North Temple, and concerns over hurting existing and future businesses. The structure itself should be pleasing to the eye and look welcoming to all without outside lines for the residents.

Utah lawmakers are responding to the message they are hearing from local residents concerning safety near homeless shelters. Utah lawmakers are working on a bill that would create stiffer penalties for people dealing drugs in close proximity to homeless shelters. The proposed law would create a 100-foot buffer area around the shelters but some suggest that this will just push the drug dealers into the surrounding neighborhoods.

During this project we started out with four homeless resource centers and were actually planning on one that was proposed specifically for the Westside. One week later this changed. On February 24 2017, it was announced that two new resource centers would be built instead of the proposed four locations. This was the first of many changes to both resource center locations and our project. These fluctuations coupled with community members showing concern about the locations of the resource centers, shows that homelessness is a contentious issue with no shortage of problems.

Because homelessness is a city-wide, regional issue, it can be difficult to focus on location or neighborhood specific strategies. Nonetheless hyperlocal solutions are necessary to address the issue of homelessness in Salt Lake City and on the Westside. In our exploration of
homelessness on the Westside, two issues have been identified that are specific to North Temple Corridor. The strategies are supplemented by case studies from other cities that have used them. The strategies are also paired with challenges that these strategies might face. The two issues we have outlined are:

1. Addressing Homeless Encampments along the Jordan River
2. A Need for Community Integration through Neighborhood-Based Services

The first issue is addressing the encampments of homeless along the Jordan River specifically around the Rosepark/Fairpark area. We chose to focus on these encampments because of a

**Study Area**

Our study area was the North Temple Corridor located on the west side of Salt Lake City. Unfortunately, the Point-in-Time (PIT) count—which is the most comprehensive data collected by HUD for homelessness individuals and families—is only available at the county level. Nonetheless, because Salt Lake City serves and houses a disproportionate amount of people facing homelessness compared to the rest of Salt Lake County, we can assume that a large portion of the data presented here relates more to our area of study than other communities among the county. Although this data is not specific to North Temple, it established a snapshot of the demographics and characteristics associated with homelessness in the valley.

Figure 1. The North Temple Project Area as defined by Salt Lake City's Redevelopment Agency

Source: Redevelopment Agency of Salt Lake City

**Statistics on Homelessness and Study Area**

Depending on the geographical availability of data, data was either analyzed on the census tract, city, or county scale. When data was analyzed on a census tract geography level,
analysis included data for census tracts 1006, 1026, 1027.01, and 1027.02. When data was unavailable at a census tract geography, certain parts of the research extends beyond the westside and represents the city or county as whole. Still, research included effective analysis of the area and Salt Lake City/County as a whole in regards to homelessness in Salt Lake and the reasons behind it. Unfortunately there was no data specific to our study area on homelessness, so a comparison of Salt Lake City to the state of Utah was the next best choice.

Figure 2. Study Area Census Tracts

Source: Google Maps
Statistics on Homelessness

Status of People Facing Homelessness

For the state over all the homeless population has decreased around 500 people since 2010 (Table 1.) However for Salt Lake City that population has changed by only 77 people, showing that change in the overall homeless population has not gone down very much in the places where homelessness seems concentrated.

Table 1: Total Persons Experiencing Homelessness: Utah, 2010 and 2016

<table>
<thead>
<tr>
<th>Population of People Facing Homelessness in Utah</th>
<th>2010</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>1,448</td>
<td>1,984</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>1274</td>
<td>400</td>
</tr>
<tr>
<td>Unsheltered</td>
<td>562</td>
<td>236</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,284</strong></td>
<td><strong>2,807</strong></td>
</tr>
</tbody>
</table>

*Source: HUD Continuum of Care for Utah State 2010 and 2016*

Table 2: Total Persons Experiencing Homelessness: Salt Lake City, 2010 and 2016

<table>
<thead>
<tr>
<th>Population of People Facing Homelessness in SLC</th>
<th>2010</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>1061</td>
<td>1,434</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>678</td>
<td>400</td>
</tr>
<tr>
<td>Unsheltered</td>
<td>229</td>
<td>57</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,968</strong></td>
<td><strong>1,891</strong></td>
</tr>
</tbody>
</table>

*Source: HUD Continuum of Care for Salt Lake City 2010 and 2016*

It is also interesting to note that transitional housing was the a large contributor to the decrease in the total homeless count and while the amount of people in transitional housing decreased dramatically, especially for the state of utah. While transitional housing numbers went down, the amount of people in emergency shelters increased by 370 in Salt Lake City and by 536 people for the state as a whole. More than half of the increase of people in emergency shelters...
was counted in Salt Lake City. This shows that the city receives a disproportionate amount of those facing homelessness compared to the rest of the state and others municipalities. Table 1.

Demographics of Homelessness

Figure 3 shows that Salt Lake City’s current homeless population is majority male and Figure 3 explores the circumstances of all those facing homelessness. Although there was no data separating the circumstances with the gender connections can be made.

Figure 3. Homelessness and Gender

Source: HUD Continuum of Care Salt Lake City 2016
Homelessness is also a public health issue, according to the HUD Continuum of Care 2016, 33% of people facing homelessness are suffering from severe mental illnesses and 25% of people facing homelessness are suffering from substance abuse. This means that 58% of people facing homelessness in Salt Lake City are dealing with health issues. This make homelessness a public health issue, not just a planning one.
Figure 5. Homelessness and Children

**Homeless Households with Children**

- Persons in households without children: 33%
- Persons in households with at least one adult and one child: 67%

*Source: HUD Continuum of Care Salt Lake City 2016*

Figure 6. Homelessness and Age

**People Facing Homelessness under age 24**

- Total Homeless
- Persons Under age 24

*Source: HUD Continuum of Care Salt Lake City 2016*
Figure 7. Homelessness and Race

Source: HUD Continuum of Care Salt Lake City 2016
Disability

Comparing the census tracts 1006, 1026 and 1027 that represent our study area to that of Salt Lake County as a whole, it is noticeable that the westside has a lot more people living with disabilities than the county as whole (Figure 8). Since these census tracts comprise a section of Salt Lake County it should be taken into account that the percentages of people living with disability on the westside influences that of the whole county.

Figure 8. Disability on the Westside and Salt Lake County

Source: U.S. Census Bureau, Census 2000 American Fact Finder
Figure 9. Disability and Employment on the Westside and Salt Lake City

People 21-64 with disability who are employed

Source: U.S. Census Bureau, Census 2000 American Fact Finder

Figure 9 shows that Salt Lake County’s rates of people living with disabilities is greatly influenced by the percentages of people living with a disability on Westside. For example, the percentage of the population living with a disability for Salt Lake County is 16.2 percent and it is 39.7 percent for census tract 1026, this census tract is contributing to the county’s disability rate as a whole and it has a higher concentration of people facing disability than other parts of the county. The employment rate of people facing a disability on the west side is comparable to that of the county as a whole especially when considering that there are higher percentages of people living with disabilities in these census tracts in general.

Social Service Destinations

As of 2012 the State of Utah has 203 shelter and related assistance services including homeless shelters (American Fact Finder, 2012) Figures 10 and 11 show that there is opportunity to open more service destinations on the west side. Considering the high percentage of homeless people struggling with mental illness, as shown in Figure 3, it is seems contradictory that there are not more mental health facilities located in this area. The only hospitals nearby are around the University of Utah, which can be a 15 to 20 minute drive from the west side/downtown. Those facing homelessness are by definition a marginalized, vulnerable population, many do not have a car and public transportation is not free past downtown have limited access to public transportation outside of Utah Transit Authority’s designated Free Fare Zone. As such, there are geographical gaps in locations for service location targeted to homelessness.
Figure 10. Mental Health Facilities,

Source: PolicyMap 2017

Figure 11. Hospitals

Source: PolicyMap 2017
As shown in Figure 3 is the high percentage of people facing chronic substance abuse and victims of domestic violence. More social/health services like hospitals and women's resource centers can and should be located on the west side not only for people facing homelessness, substance abuse or domestic violence but for those at risk or just trying to use the services provided by the presence of a medical or other resource center.

**Conclusion of the Data**

Because of a lack of in depth data on homelessness for the North Temple Corridor study area the data is limited. Still the current research does show that disability and unemployment rates are higher on the westside and that homelessness is concentrated to Salt Lake City, which the North Temple Corridor is a part of. Considering it’s proximity to downtown and the nearing closing of The Road Home, homelessness will only become a further issue for the Westside.

Resource centering, like mental health facilities and hospitals are also necessary for the west side as homelessness is a public health issue and there is a shortage of facilities that treat it as such an issue on the Westside and in Salt Lake City in general. There are also many people living with disabilities on the Westside and this reveals a need for supportive resource centers for these people, whether they are homeless or not.

**Outlining our Strategies**

Two main issues that encompass homelessness on the North Temple Corridor. We chose to address the homeless encampments along the Jordan River have been addressed through this report. The first issue addressed is homeless encampments along the Jordan River. Since it has been a rising issue the Westside community has shown concern about. The second issue addressed is the need for community integration through neighborhood based services. There is a lack of services aiding the homeless population to either better their current situation or get them out of homelessness entirely. Because homelessness is a regional issue and can’t be solved overnight we have provided short term, mid term, and long term strategies for addressing each issue along with case studies to back up these strategies. The short term strategies are meant to immediately address the issue and are costlier, but may not be a plausible long term solution to solve the issue of homelessness in its entirety. The mid-term goals are meant to create a more permanent solution while still requiring a timeline of 1-2 years to implement. The long-term goals suggested are more costly to the community and require more thought and strategy on how to implement them into the Westside.
Figure 12. Homeless encampment along Jordan River

Source: Salt Lake Tribune

There is a concentration of homeless encampments along the Jordan River. There are many safety and public health concerns that come from these encampments, both for those residing along the river and the community surrounding it. The Jordan River is used as a waste facility for people residing in these encampments, further polluting the water and causing more harm for people downstream.
**Short Term: Temporary, Regulated and Designated Encampments**

Our short term suggestion is to design, construct, and maintain a successful encampment that will not detract from the community and in fact will provide positive improvements for the community. This type of encampment will provide proper sanitary conditions along with electricity and potable water. They would only support housing for a set amount of time. They will be readily regulated and will be a safe area for the homeless to live. These encampments would provide all of the basic needs for people to better their lives and before moving into permanent housing. While this won’t be a plausible long-term solution it will help to clean up the Jordan River.

Figure 13. Dignity Village in Northeast Portland, established 2001

[Image of Dignity Village]

*Source: Google Images*

https://dignityvillage.org/governance/city-contract/

**Challenges:** There must be adequate rules and regulations in place to prevent negative outcomes from this type of homeless housing village. Rules, bylaws, and a contract with the city and Articles of Incorporation that have shown to be been successful at the Dignity Village in Portland, Oregon: 1. No violence against others or yourself. 2. No theft. 3. No alcohol, illegal drugs, or drug paraphernalia within a one block radius. 4. No constant disruptive behavior. 5. Everyone must contribute to the operation and maintenance of the village. 6. This is not permanent housing. Upon entering, an agreement must be signed indicating that you are looking for employment, Articles of Incorporation

**Midterm: HOPEtels**

http://www.marysplacesseattle.org/how-we-help/services/
The midterm strategy we are suggesting is to turn old run down or abandoned buildings into transitional housing for people to get off of the streets and before they are able to get into permanent housing. This would help to repurpose buildings that would otherwise sit there to rot. There is an abandoned fire station along the North Temple Corridor that would serve as a useful building to implement this strategy. It would be modeled after Mary’s Place in Seattle, Washington. Mary’s Place houses homeless families and provides them resources to help them get on track. Some of the services include AA, day care, hot meals, clothing distribution, and medical care.

**Challenges:** Some challenges to this idea is that it is more costly and would require a grant or publicly money in order to implement it. It would also take more time for the HOPEtels to get up and running and make sure the building was suitable for living.

Figure 14. Mary’s Place-Seattle, WA

*Source: KUOW.org*
Long Term: Housing First along North Temple
Incentive Tax based on proximity to a homeless resource center. This incentive could provide increased amenities to the community as they see fit. Increasing the livability of the built environment by providing physical improvements (parks, recreation centers, community centers, community gardens, etc), increased policing in the area. Permanent housing units for individuals experiencing homelessness through, Incentivizing housing First Policy, Utah decreased chronic homelessness by 91% through housing first.
Strategies:

- Support the housing first model by expanding opportunities for affordable housing within the North Temple Neighborhood.

Integrate extremely low income housing into mixed-income developments. Mixed-income housing will help to diversify the housing stock while providing units for those experiencing homelessness. A case study to reference could be the Civic and Morrison development in Portland, OR. The development consists of two buildings – a market-rate condominium building next to a permanent supportive housing building that has 45 units for those experiencing homelessness. (http://www.homeforward.org/development/property-developments/morrison.)
The lack of projects and services accessible to the current population facing homelessness on North Temple inhibits their transition out of it and can evolve into chronic homelessness. Even for those who are not facing chronic homelessness will still get the wrath of limited resource availabilities. This calls for integrating compassion into the built environment.
Short term: Community Building
Community solidarity through community building. Opening arms and doors to the people facing homelessness. A short term goal we are suggesting is to place a couple of community buildings on the sidewalks of the North Temple corridor. These buildings will be small; small enough for children to help construct them and only a $500 grant is needed. The buildings can be community closets, fridges, or book shares.

Figure 18. Community Closet on Alberta Street in Portland, Oregon

Case Study -- Community Closet: Portland, OR
- Overview: An example of a community closet is in Portland, Oregon. Residents can drop off their unwanted clothing to this closet, then the people who need clothing can have access to free clothing.
- Challenges: Some challenges of a community closet would be the argument of privatization of public right-of-way. To help with this, it could be placed in front of a business with the business owner’s permission. Also, people could take more clothes than they need; therefore, not helping the people who are in desperate need of clothing.

Source: Guille L Pelaez
Medium term: Changing Perceptions
Changing perceptions of homelessness through community art and events; empathy as a design strategy. A mid term goal we are suggesting is installed artwork along the sidewalks of the north temple corridor. Homelessness artwork is a popular strategy around the country.

Figure 19. Homeless Jesus outside of St. Alban’s Episcopal Church in North Carolina

Source: St. Judes

Case Study -- Homeless Jesus Sculpture, St. Alban’s Episcopal Church in North Carolina

- One specific example is in North Carolina where they have a homeless Jesus outside of a church. It was placed in an affluent community to remind people that not everyone has equal opportunity.
- Challenges: The residents of the community might feel like empathy is being pushed on them. The public might not want to feel like they’re not compassionate to people facing homelessness.
- For more information: http://www.saintjudes.org/‘homeless-jesus’-finds-home-north-carolina
Case Study -- Community Campout

- Another example of a mid term goal is doing a community campout. This would invite everyone in the salt lake valley to empty their wallets and live on the streets for 48 hours. A few cities have done this already but one community in Santa Cruz did it to raise awareness for people facing homelessness.
- Challenges: The public officials would have to give permission for the community campout to happen. In Santa Cruz, a lot of people got citations but that didn’t stop them from camping out. Since we don’t want any conflict between the government and public, we need the government to be on board as well. Maybe even the Mayor could campout!
- For more information: http://alexdarocy.blogspot.com/2015/07/community-campout-ends-with-citations.html
Long term: Mentoring and Job Training
Appropriating underutilized urban space for public programs and activities for the person facing homelessness.

Figure 21. Barista school in Portland, Oregon
Source: P:ear Mentor

Case Study -- Job Training Program
- One is to have job training for homeless people in local businesses along north temple. An example is of a barista school in portland. They have an 8 week program and then they graduate with a barista certificate. The old firestation can be turned into affordable housing on the upper levels and a job training program on the bottom floor. It would be a coffee shop that is open to the public.
- Challenges: To find funding for this type of program might be challenging, but if you sale the coffee to the public you can make some profit.
- For more information: http://pearmentor.org/programs/
Case Study -- Mentor Program

- Another goal is to open a mentorship program. The RDA could fund an area for a mentorship program, similar to what they are doing for Spy Hop. This is also being done around the country but an extremely successful one is in Washington DC. Formerly homeless people or university students or AmeriCorp members could be the mentors, for example.

- Challenges: Only a few challenges could arise with this mentorship program. Incentivising a non-profit to initiate this program could be difficult. Also, finding mentors to volunteer for the program could be a problem.

- For more information: http://www.ewomentoring.org
References:


