

2ND ANNUAL MEETING SUMMARY
PITTSBURGH, PA,
SEPTEMBER 8-9, 2014



Shaping a Placemaking Movement

PLACEMAKING LEADERSHIP COUNCIL



SUMMARY REPORT OF THE 2ND ANNUAL MEETING OF THE
PLACEMAKING LEADERSHIP COUNCIL

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EXECUTIVE SUMMARY: SHAPING A PLACEMAKING MOVEMENT

“What’s really powerful about this Placemaking movement, compared with most every other movement today, is that it’s about action. I feel like my community has been talked to death, in community meeting after community meeting. But Placemaking actually encourages action and doing something, even if it’s not big, even if it’s not dramatic. You do what you can with small amounts of money to really show people, as opposed to telling people.”

-Elizabeth Lindau, North Uptown Neighbors Association, Chicago

“Placemaking is about democracy—democracy is not just people voting every four years, it’s about people deciding what they want to do with their shared spaces. (...) Placemaking truly is a global movement now.”

-Gil Peñalosa, 8-80 Cities

Placemaking is essential for addressing key challenges that face our communities in the 21st century: huge population growth in cities and the resulting demands on infrastructure and services; the deep political divides that make productive debate unlikely; and growing income inequality and health disparities. Since its April 2013 inaugural meeting in Detroit, Michigan, the Placemaking Leadership Council maintains its commitment to bringing together community advocates, national and international organizations, city leaders, strategists, and thought leaders in order to build a common agenda for Placemaking. Over the past 40+ years, a body of expert Placemaking knowledge, a recognizable set of Placemaking skills, and hundreds of successful neighborhood Placemaking projects have been developed and documented—thanks in no small part to many of PLC’s current members.

With a membership base that now exceeds 700 people, the rapid growth of the PLC mirrors trends that are happening within the Placemaking field more broadly. Despite the fact that many of the same issues continue to create barriers to successful Placemaking efforts—government agency and disciplinary silos, top-down strategies for community revitalization, planning/designing places for *cars* and not *people*, etc.—change *is* happening, and we are all a part of it.

At the 2nd annual meeting of the PLC in September 2014, members from across the globe convened in Pittsburgh, Pennsylvania, for two days of intensive discussion about the challenges and opportunities that have emerged in each of our organizations and Placemaking efforts. Our goal in Pittsburgh was to create a comprehensive framework for a Placemaking movement—to identify key actions that can increase awareness, improve understanding, and help us to accomplish our mutual objectives. Throughout the meeting, it became more and more clear to us that Placemaking is indeed a *movement*, and we are all at the frontlines.

Plenary Discussions

In continuing to drive this cultural and structural shift towards Placemaking, we need to be creative about how we govern, and this undertaking was the theme of the meeting’s opening panel

discussion. How can we utilize the increasing momentum of the Placemaking movement in helping governments to better work for *people*? As powerfully demonstrated by our panelists—which included members of city council, nonprofits, CBDs, and government agencies—Placemaking is becoming a paramount concern *across* sectors. With examples from Detroit, San Diego, Wisconsin, and Adelaide, AUS, we saw working models of governance where collaborative and community-based Placemaking efforts are encouraged rather than inhibited by top-down systems that breed only bureaucracy and competition.

As our second plenary discussion made plain, new public/private partnerships are also being formed, and Placemaking is the “North Star”—the common strategy—that is fueling even the most unlikely of collaborations. During this conversation, Kaiser Permanente’s Tyler Norris pointed out the importance of becoming *multilingual* in these partnerships and processes. “Whatever your North Star is,” he said, “whatever your mission, we have one common strategy—*Placemaking*. The movement already exists. It’s happening. It’s everywhere. We’re all in this already and the real question is how do we shine a light on it, celebrate it, hold up the stories.” What do Southwest Airlines, the National Association of Realtors, and Kaiser Permanente each have in common? What unites AARP and Main Street? *Placemaking*. This single ambition is the nexus at which all of these disparate but complementary missions intersect. Representatives from each of these areas shared with us their pioneering partnerships and programs, why Placemaking is important to their mission, and how they are advancing this agenda on local, regional, and national scales.

Breakout Sessions

Following the opening plenaries, the Pittsburgh meeting was organized around eight core agendas that addressed several types of public places along with strategies for generating Place Capital within them. These agendas included:

- Creating Multi-Use Destinations
- Market Cities & Local Economies
- Streets as Public Places
- Architecture of Place/Community Anchors
- Place Governance and Local Ownership
- Equitable and Fair Communities
- Building a Culture of Health
- Saving the Planet
- Community Creativity and Local Talent.

Underscored in each of these crosscutting discussions was the vital importance of (1) building bridges between city agencies and citizens, and (2) creating a culture of engagement and ownership in the community. In collectively developing strategies for a broad-based Placemaking movement, each of these breakout sessions framed specific movement actions, partners, and messages to advance our progress.

Moving the Movement Forward: A Framework for Action

Placemaking engages citizens to create a shared vision for their world, instead of abdicating to a top-down, expert-driven process. Taking this mission from the margins to the mainstream is a central priority of the PLC, and to move the conversation forward we identified four major areas on which members should immediately focus their energy:

1. **Organize National Meeting in Washington DC.** The PLC will spearhead a meeting in Washington in the coming months that will bring together federal agencies, national organizations, professional associations and other thought leaders in the growing Placemaking movement. Based on the barriers and opportunities PLC members identified in the wrap-up session in Pittsburgh, this meeting will focus explicitly on policies that encourage and enable Placemaking and innovative place governance.
2. **Create Networks for Local Action.** While it is important to engage leadership in settings like the Washington forum, we also need to be thinking about what we can do at the grassroots level in terms of creating demand for Placemaking and underscoring its urgency. Create local networks by reaching out to community groups who are interested in, or already *doing*, Placemaking. Encourage other associations to adopt Placemaking as an issue and strategy, and allow them to assist the PLC in refining and promoting our message. Organize volunteer groups to do local Placemaking projects. These projects should address issues affecting people of all ages, backgrounds, social identities, and income levels.
3. **Launch Resource Teams and Steering Committees for Each PLC Agenda.** These groups will be essential in driving the Placemaking movement forward. Led by a steering committee of 4-5 devoted practitioners, each team member will have familiarity with the core area and be willing to invest a fair amount of time helping to collect, catalogue, and share best practices within and beyond the PLC and PPS networks.
4. **Develop Metrics.** Establish an effective system for recording the measurable impacts of Placemaking and gauging its returns on investments, both internally and externally. To do this, PLC members can work on creating “Place Indexes,” and establishing toolkits to help local groups do their own measuring and publishing.
5. **Craft Language.** It is important to be able to adopt industry-specific language when necessary (*i.e.* the language of public health vs. the language of planners), but we must also be able to translate this specialized language into a message that is both clear and compelling for a general audience. This adaptability will be vital in reaching out to new audiences and helping to create a sense of urgency around the movement.

As one PLC member reflected at the meeting’s close, “What I learned here is to stop [only] thinking, and just start *doing*.” This demand for action—*now*—resonated with all of us. Our hope in identifying these “next steps” is that everyone in attendance at the 2014 meeting will be inspired and well-equipped to help push the Placemaking mission forward after returning home from Pittsburgh.

CONVERSATION 1: RETHINKING GOVERNANCE TO SUPPORT PLACEMAKING

Moderator: David Burney, *Associate Professor, Pratt Institute & Former Commission of Design and Construction, New York City*

Panelists:

Salin Geevarghese, *Deputy Assistant Secretary, Office of Policy Development & Research, U. S. Department of Housing and Urban Development*

Dan Gilmartin, *Executive Director & CEO, Michigan Municipal League*

Marco Li Mandri, *President, New City America, Inc.*

Peter Smith, *CEO, Adelaide City Council, Australia*

Paul Soglin, *Mayor, City of Madison, Wisconsin*

Key Issues

“We need places and spaces that restore human connection when there are so many factors going against those connections,” as Salin Geevarghese proposed during this first Plenary Discussion of the PLC’s 2014 meeting. “We need a *movement*—one that is rooted in change not just for places, but for people as well.” Placemaking is poised to become the rallying cry for this movement, and taking it from the margins to the mainstream is a central priority of the PLC. As part of this process, we *need to be creative about how we govern*. This discussion explored ways we might utilize the increasing momentum of the Placemaking movement in order to make governments begin to work for people.

To begin this conversation, Peter Smith of the Adelaide City Council offered us a working definition of “Place Governance.” “Place,” he explained, refers to active public space which has a cultural and social identity defined by its uses and users, and “governance” refers to how people and things are organized to create desired value (*i.e.* place capital). “Place Governance,” then, refers to *how place users and stakeholders are organized to manage and create Place Capital in public space*.

A successful movement leads to changes in values and beliefs, the exploration of new ideas, greater understanding, changed behavior, and new relationships. In order to pioneer these kinds of changes in governance, we must move away from the current model of Competitive Governance (what Smith calls the “now”) —a win/lose model wherein politicians, the private sector, the community, and public administration are in constant competition for power, voice, and resources. This system is ineffective, and it ultimately leads to the erosion of place capital. In a Collaborative Place Governance model (the “new”), on the other hand, place capital *increases* as these sectors work together to resolve conflicts, find synergies, and jointly pursue opportunities. It is a messy and slow process, as Peter Smith reminded us, but “the end game is small government, big community.” Remember Fred Kent’s motto: “We have to turn everything upside down to get it right-side up.”

Breaking Down Silos: Opportunities for Cross-Sector Action

One of the most important catalysts for changing existing models of governance is the concept of *innovation*. Often the best ideas, the ones that have preservation and enhancement at their center, come from the community. “Government doesn’t innovate well,” admitted Dan Gilmartin of the Michigan Municipal League, and it doesn’t deal well with crises—*people* do. The chronic issues plaguing Michigan in the last decade—industrialization, bankruptcy, job loss, etc.—have made it easier, in many ways, to be innovative and do things differently. Placemaking wasn’t a top-down strategy to be implemented in these communities—it emerged organically *from* the community as a response to these challenges. Rather than trying to change “City Hall,” Gilmartin suggested, we should take a closer look at what’s already happening on the ground level (with nonprofits, business organizations, parent organizations, etc.) in places like Detroit. Here we can find working models of alternative solutions and community-based microgovernance where people are taking control of their own places.

Along with innovation, place governance also requires *vision*, but this vision cannot belong to politicians alone. “I have a vision for [Madison, Wisconsin],” explained the city’s Mayor Paul Soglin, “But do you want my vision, or do you want a *process* that allows you to become a part of your own solutions?” Even though a bottom-up approach is important to collaborative place governance, it also needs strong and determined leadership. The role of leaders is to identify what needs to be addressed and then to *activate a process of involvement*. Salin Geevarghese from the U.S. Department of Housing and Urban Development applied this structure of leadership and involvement to the Placemaking movement more broadly. “As Placemakers,” he added, “we have to put people in a position to succeed by creating projects that allow people to take action.”

Marco Li Mandri, of New City America, gave us an example of how nonprofits can engage this kind of community-centric Placemaking. In response to residents’ expressed needs for both space and human connection, his organization worked to create what they call a “culture of piazzas” in San Diego’s Little Italy neighborhood. By putting 4-5 chairs on a corner and making people feel comfortable, they created dynamic small areas where people can sit and socialize without the pressure of buying things. Working from a Collaborative Place Governance framework, we have to look at spaces holistically, Li Mandri insisted, and we have to move beyond siloed thinking. Instead of having numerous city departments all dealing with exactly same space, for example, what if we had a unified Department of Public Space? In rethinking governance to support Placemaking at all levels, we might return to the quotation offered by Peter Smith at the start of this discussion, taken from renowned computer programmer Alan Kay: **“If you want to predict the future, you need to create it.”**

SPEAKER BIOS

David Burney is Associate Professor of Planning and Placemaking at the Pratt Institute School of Architecture. He is also the Chair of the Center for Active Design. The Center, established in 2012 as one of the key initiatives to emerge from New York City Mayor Bloomberg’s Obesity Taskforce, supports public health by increasing opportunities for physical activity and healthy eating through the design of the built environment. Prior to joining Pratt, David was the Commissioner of the New York City Department of Design and Construction (DDC) from 2004 to 2014, where he launched a city-wide “Design and Construction Excellence Initiative” with the goal of raising the quality of design and construction of public works throughout New York City.

Salin Geevarghese has been appointed by Secretary Shaun Donovan as HUD’s Deputy Assistant Secretary for the Office of International and Philanthropic Innovation (IPI) within the Office of Policy Development and Research. In this role, Salin leads an innovation team that is charged with engaging philanthropic and other cross-sector partners—both internationally and domestically—to harness and apply best practices, programs and policies for the benefit of our communities and aligning common efforts. A recognized expert and leader, Salin has consulted, spoken, and written widely on open records laws and transparency, public education, civil rights and equity issues, community and economic development, and civic innovation and engagement efforts.

Dan Gilmartin is the Executive Director and Chief Executive Officer of the Michigan Municipal League. Through his work with communities, Dan is recognized as a national leader in the fields of urban revitalization, Placemaking, local government reform, and transportation policy. Under his leadership, the League was recognized by Crain’s Detroit Business as a “Cool Place to Work” in 2011. Model D Media recently referred to him as “an urban thinker with an eye for the small, oft-unnoticed changes that can make ‘places’ out of streets and buildings.” Dan serves as a member of the Michigan Future, Inc. Leadership Council. He also served for four years as the lead advocate for Michigan’s communities in Lansing and in Washington, where he concentrated on a number of key issues including transportation, land use, and urban redevelopment.

Marco Li Mandri has been involved in business district revitalization efforts since 1988. As a former President of a Business Improvement District (BID), Marco entered the BID arena as a stakeholder first, and later as a professional consultant. In 1992, he formed the Marco Group, a business dedicated to the formation and administration of BIDs in Southern California. Since 1996, his organization, New City America, has established 71 BIDs, Community Benefit Districts and Tourism Improvement Districts. New City America is currently under contract, or has recently been under contract to manage or form 20 districts in the cities of San Francisco, Oakland, Los Angeles, San Diego, Berkeley, and San Jose in California, as well as Pittsburgh, Easton, Allentown and Bethlehem in Pennsylvania, Phoenix, AZ, St. Louis, MO, Seattle, WA, Baltimore, MD, Newark, NJ, and has multiple contracts pending on the East Coast. New City America’s work has included running multi-lingual campaigns in Spanish, Chinese, Japanese, Korean and Vietnamese.

Peter Smith has over 25 years experience working in the public sector at all three levels of government in Australia, where he has held senior management roles in the federal government, New South Wales and South Australia state governments, and in local government where he is currently the CEO of Adelaide City Council. Peter is pioneering the application of Placemaking to all dimensions of municipal government in Adelaide, Australia. He is seeding a bold city-wide culture and organizational shift with a “Lighter, Quicker, Cheaper” program called Splash Adelaide, which is having a very visible impact on the public realm and peoples’ perception of how it can be shaped. They are now further integrating Placemaking into governance by piloting “place capital” metrics and “place audits” to track success of holistic outcomes and integrate responsibility for Placemaking with communities. The long-term goal is to shift more place governance capacity, and responsibility, to the district level, and make citywide government leaders in the process.

Paul R. Soglin is the 51st, 54th and 57th Mayor of Madison. He was elected seven times as Mayor of Madison, most recently in 2011, and three times as a Common Council member. While a graduate student in the University of Wisconsin-Madison History Department, Paul Soglin was elected to Madison’s Common Council in 1968. He was re-elected in 1970 and 1972 and was elected the youngest Mayor in Madison history on April 3, 1973. Mayor Soglin’s terms are noted for the balanced investment in human capital and appropriate municipal infrastructure. Whether it was the bicycle path around Lake Monona, or the Monona Terrace and Community Convention Center, or thousands of units of low income and senior housing, or neighborhood centers and community gardens, the focus has been on equity and developing a tax base that can support human services. Under Mayor Soglin’s leadership, City government has become more transparent, by creating various opportunities for citizens to engage and participate in the decision-making processes throughout City Hall. He is currently Co-Chair of US Conference of Mayors Task Force on Food Policy and is working to enhance Madison’s reputation as an accessible food community by eliminating food deserts, and by building public markets, and food hubs.

CONVERSATION 2: WHY PLACEMAKING MATTERS: MAKING THE CASE & BUILDING A BASE

Moderator: Katherine Kraft, Ph.D., *National Coalition Director, America Walks*

Panelists:

Megan Lee, *Senior Manager of Community Outreach, Southwest Airlines*

Jennifer Wallace-Brodeur, *Senior Advisor, AARP*

Holly Moskerintz, *Community Programs Outreach Manager, National Association of Realtors*

Tyler Norris, *Vice President, Total Health Partnerships, Kaiser Permanente*

Patrice Frey, *President and CEO, National Main Street Center*

Key Issues

During his presentation in this second plenary conversation, Kaiser Permanente's Tyler Norris pointed out to members of the PLC the importance of becoming *multilingual*. "Whatever your North Star is," he said, "whatever your mission, we have one common strategy—*Placemaking*. The movement already exists. It's happening. It's everywhere. We're all in this already and the real question is how do we shine a light on it, celebrate it, hold up the stories." This session brought together an otherwise unlikely assortment of organizations, each with vastly different "North Stars." What do an airline, a realtors association, and healthcare plan have in common? What unites AARP and Main Street? Placemaking, of course. In this exciting discussion, representatives from each of these areas shared with us their pioneering programs, why Placemaking is important to their mission, and how they are advancing this agenda on local, regional, and national scales.

Southwest Airlines

In April 2014, Southwest Airlines (SWA) launched their first official Placemaking program, "Heart of the Community." Through a multi-year partnership with PPS, this corporate grant program encourages local volunteerism and empowers communities across the country to reimagine, revitalize, and redesign their open public spaces. SWA provides grants through numerous corporate philanthropy programs—they work for the American Red Cross, for example, and various environmental and disaster relief initiatives—but they wanted to do something *different*. After speaking with employees at all different levels and in each of their national locations about social issues that *they* would like to see addressed, they found that responses were consistently revolving around a single idea: *people wanted to make their own communities better places to live*. This is why Placemaking matters. Immediately after meeting with PPS, Southwest set up an informational webinar for its employees about Placemaking, which generated tremendous interest. Recognizing the vital role that public spaces place in our communities, many of Southwest's employees pledged to volunteer in their own cities on various Placemaking initiatives. "Heart of the Community" represents a pivotal moment in the Placemaking movement, and the program allows Southwest Airlines to work on very local scales while still advancing a national cause.

AARP

Another initiative that centralizes the importance of Placemaking is AARP's "Livable Communities" program, which began in 2005 and focuses on improving the quality of life for older adults by promoting the development of safe, accessible, and vibrant communities for everyone. Research has shown a direct correlation between our ability to age well and our connection to the community, and in order to stay healthy—physically, socially, and emotionally—people need an environment that supports mobility and an active lifestyle. Often, the way we design our communities creates barriers to maintaining connectivity, particularly for older communities. Transportation planning has not been integrated into land use planning, for example, so we have housing that is disconnected from services or community activity, streets and crossways that are unsafe for walking, and streets that have been built for cars not people. AARP works for policy change in housing, transportation, and land use, and it has championed "Complete Streets" at all levels of government. These are issues that affect not just the aging population, but also the entire community. "Livable Communities" brings all of these issues together in a comprehensive framework and requires stakeholders that wouldn't otherwise interact to come together to think of common solutions. It also integrates key issues that are essential to Placemaking. Indeed, "the age-friendly city" is a locus where built environment issues (housing, transportation, outdoor spaces and buildings) and social environment issues (community support and health services, communication and information, employment, and social inclusion) intersect.

While leading this initiative at the state level, Jennifer Wallace-Brodeur has learned a great deal about the kinds of partnerships you need to create for Placemaking efforts to succeed. She has also recognized that no single issue is going to "capture the day." It may not be aging that gets Placemaking on the agenda, she admitted, it might be health, travel, or economic development. But, as Placemakers with a common goal, we need to be "nimble enough to jump when the opportunity presents itself (...) we need to move forward *together* to make the changes that make truly great places for people to live."

National Association of Realtors

Placemaking matters to the National Association of Realtors (NAR) in some very practical ways, since vibrant communities and great places inevitably lead to good business for realtors. Holly Moskerintz outlined this formula succinctly: Vibrant communities create desirable neighborhoods, desirable neighborhoods help grow real estate markets, and Placemaking helps to create these desirable neighborhoods. NAR introduced their first Placemaking initiative in 2014 with a pilot project in Michigan, where they worked with the Michigan Association of Realtors to implement "Lighter Quicker Cheaper" strategies in a Lansing neighborhood. After the success of this project, NAR rolled out a nation-wide community outreach program, which provides technical and financial assistance to help state and local realtor associations initiate Placemaking activities in their communities in areas such as affordable housing, walkability, green building, and sustainable transportation. Along with making funding available for Placemaking projects through micro-grants and "Smart Growth" grants, NAR has formed valuable partnerships (with PPS, Team Better Block, and Main Street, for example) and they have published a range of resources, including an extensive

Placemaking guide as well as a series of webinars and presentations. The National Association of Realtors has learned that Placemaking can be undertaken by anyone in a community, but what is often needed is someone to take the lead or initiative. Who better to do this than realtors, who are already deeply engaged in their communities, and who are likely to know where to focus efforts to improve a place most effectively.

Kaiser Permanente

As an integrated health delivery system, Kaiser Permanente has great stake in the health of their members and in the health of the communities they serve. The bottom line as a nonprofit organization is that they do better when people are healthier. “From a healthcare perspective,” as Total Health Partnerships Vice President Tyler Norris observed, “there is nothing more important than Placemaking.” Placemaking is about a sense of belonging, and there is no greater predictor of a person’s health status than having a sense of belonging. To create this, we need *places* that are inclusionary, welcoming, and joyful. When we have access to safe places in which to be physically active, and when we have access to healthy, fresh, local food in our communities, we are actually addressing two of the three most important things we can do for our overall health—“Eat healthier, move more, find joy.” Since the burden of preventable chronic disease is plaguing the physical and fiscal health of the nation, we need to start investing in the thing that creates good health to begin with—*place*.

In every visit that one of the 9.5 million members made to one of Kaiser Permanente’s clinicians, patients are asked how many days a week are they are getting of moderate to vigorous physical activity. If our doctors are telling people they need to walk, run, dance, or bike but they’re not creating environments that make it safe and possible to do so, Tyler Norris explained, “then we’re creating a demand for which there is not an adequate supply.” The health sector has got to lead in Placemaking, which is why Kaiser Permanente engages numerous national partnerships to help connect patients with safe, convenient, affordable community resources that support walking and physical activity.

National Main Street Center

The mission of the National Main Street Center is to create better, stronger, and more vibrant places in America’s downtowns and commercial districts. In the 35 years since its establishment, the organization has provided over 2000 communities with an organizing framework that enables them to become active agents in the revitalization of their downtowns. Using the “Main Street Four Point Approach,” their Placemaking formula has four core components: (1) **Organization**, which ensures that there is always one person “on the ground”—a Main Street manager who is responsible for recruiting volunteers, creating partnerships, and connecting with local government; (2) **Economic Restructuring**, which is the heart of the program. Main Street serves some of the most distressed areas in the country, with 61 percent of the communities qualifying for the low/moderate income census tract, so bringing people and jobs back to these areas is paramount; (3) **Design**, which is a key part of this restructuring process, focusing on building restoration and the creation of better streetscapes and transportation structures; and (4) **Promotion**, which considers ways to draw people

downtown. In concluding the panel discussion, Patrice Frey, National Main Street Center’s President and CEO, posed a challenge to the group: “Placemaking—for the sake of creating better environments for people—is an incredibly powerful thing,” she acknowledged, “but we need to make more explicit links between Placemaking and better economic outcomes.” This will make it easier to show policymakers *why* this work is worthy of their support and investment.

SPEAKER BIOS

Patrice Frey is President and CEO of the National Main Street Center, where she oversees the Center's work, offering technical assistance, research, advocacy, and education and training opportunities for Main Street's network of approximately 1,100 communities. Based in Chicago, Illinois, the National Main Street Center is a subsidiary of the National Trust for Historic Preservation, and has participated in the renewal of more than 2,000 older commercial districts during its 30-year history. Patrice is a national leader in community development at the intersection of preservation and sustainability. Before joining the National Main Street Center in May 2013, Patrice serviced as the Director of Sustainability at the National Trust for Historic Preservation, where she oversaw the National Trust's efforts to promote the reuse and greening of older and historic buildings, including research and policy development work through the Seattle-based Preservation Green Lab. Before the National Trust, Patrice worked for several years in the field of community development and urban research.

Megan Lee serves as Southwest Airlines' Senior Manager of Community Outreach. As part of the Communications and Outreach Department, Megan's team facilitates both corporate charitable contributions and employee volunteer efforts throughout the Southwest Airlines system. Last year alone, her team fielded over 19,000 requests for support and donated over \$20.2 million in combined cash and in-kind contributions to nonprofit organizations nationwide. In addition to making charitable contributions, Southwest Employees are encouraged to embrace local charitable causes and rally their work groups around those local efforts to make a positive difference and offer a priceless contribution: their time. Southwest's outreach takes many forms, either with individual and personal service, working together as teams, or corporate-wide efforts. In 2012, Southwest Employees donated over 137,000 hours of their time From the Heart™ in the communities where they live and work. Prior to joining Southwest, Megan held several positions in the nonprofit sector. Megan started her Southwest career in 1998 in field sales and marketing, eventually moving to loyalty marketing where she led the partnership marketing team.

Holly Moskerintz is the Community Affairs Representative for the National Association of REALTORS®. She works on NAR's Housing Opportunity and Smart Growth Programs where she plans and manages community outreach programs, conducts outreach and marketing, and provides technical assistance to state and local Realtor® associations. Holly also develops partnerships and initiatives with national and regional housing and community and economic development organizations and presents at their conferences. Holly manages NAR's Employer-Assisted Housing (EAH) initiative including NAR's four-hour EAH Class. She serves on a national EAH Working Group and works in partnership with other organizations to advocate for EAH. Holly also developed and manages NAR's Placemaking initiative, which includes a Placemaking Guide, partnerships, a series of webinars and technical assistance.

Tyler Norris now serves as Vice President, Total Health Partnerships at Kaiser Permanente – the leading integrated health delivery system in the United States. For three decades, Tyler has served

as a social entrepreneur and trusted advisor to philanthropies, health systems, governments, NGO's and collaborative partnerships working to improve the health of people and places. His work in the public, private, non-profit and civic sectors has included initiatives with over 400 communities and organizations in the United States and internationally. As a volunteer, Tyler remains active as Board Chair of IP3; Convener of Advancing the Movement and Community Commons; a Fellow of the Public Health Institute; and a Board member of the Food Commons. Tyler is also co-founder of the High Desert Center for Sustainable Studies in Paonia, Colorado and the Kuhiston Foundation in Dushanbe, Tajikistan (Central Asia.)

Jennifer Wallace-Brodeur is the co-leader of the Livable Communities team, focusing on Livable Community's work with AARP state offices and the needs of local communities. Working out of Burlington, Vermont (she's a lifelong New Englander), Jennifer joined the Livable team after eight years as an associate state director in the AARP Vermont office, where she led the state's livable community agenda and was an early adopter of the platform nationally. Jennifer's accomplishments include creating and leading the Burlington Livable Community Project, which established a vision and action steps for Burlington to meet the needs of its aging population, and spearheading AARP's campaign to pass Complete Streets legislation in 2011, which earned her the Outstanding Service Award from the Vermont Planners Association. In 2012 she was appointed to the Governor's Commission on Successful Aging and served as chair of the livable communities subcommittee. Prior to joining AARP, Jennifer was a political and public policy consultant, during which time she managed a gubernatorial campaign as well as numerous statewide and legislative campaigns.

BREAKOUT SESSIONS

Place capital is the shared wealth (human, social, cultural, civic, etc.) that great places generate spontaneously or that accumulates through successful Placemaking efforts. Many of these outcomes of Placemaking are movements in themselves, and these breakout sessions will further explore those connections.

Breakout Session 1:

Shaping a Movement through the Lens of Different Types of Public Places

Placemaking breaks down singular definitions, professional disciplines, and government agency silos associated with different types of public spaces. Each breakout group in this first session looked at these issues through the lens of a specific type of public space. Over its history, PPS has developed core agendas to address different challenges facing these places, and the PLC's next step is to frame specific movement actions, partners, and messages to advance our progress. These four sessions include: (1) Creating Multi-Use Destinations; (2) Market Cities & Local Economies; (3) Streets as Public Places; and (4) Architecture of Place/Community Anchors.

Breakout Session 2:

Shaping a Movement through Different Lenses, Part 2

During the morning plenary, we heard about many successes in breaking down the siloed structure of contemporary governance—and how new public and private governance systems are emerging and maturing. These successes are helping to create better public spaces by building bridges between city agencies and citizens, and creating a culture of engagement and ownership in the community. Building on these early successes, the overarching question we will discuss in this session is: where do we go from here? In this second breakout session, we considered the opportunities for a Placemaking movement through two additional lenses:

Track 1: Place Governance and Local Ownership

This discussion built on the morning's discussion about place governance and how to build on emerging innovation.

Track 2: Placemaking Outcomes

This discussion looked at Placemaking outcomes and the role they play in creating fair and equitable communities; creating a culture of health; supporting community creativity and local talent; and "saving the planet."

BREAKOUT SESSION 1: DIFFERENT TYPES OF PLACES & SPACES

GROUP A: CREATING MULTI-USE DESTINATIONS

“Intricate minglings of different uses in cities are not a form of chaos. On the contrary, they represent a complex and highly developed form of order.”

-Jane Jacobs

We know that the more multi-use public spaces are, the more successful they will become as community gathering places. Simply stated, the more varied the uses, the more varied the audience becomes. Yet still we are designing and managing too many places that are single purpose—whether it is a park, a square, or a street. All too often, uses and people don’t mix. As our communities become more diverse and populous, we will need not just more public spaces, but places where people of different backgrounds all feel comfortable coming together. How can we promote more of the right kind of design, management, and investment to create more multi-use public spaces and places?

Key Issues

In advancing the concept of multi-use destinations, it is important to:

- Put people first. Public spaces should be a means of bringing people together, and they should be accessible to everyone. We need to use Placemaking to influence policies so that people from different backgrounds use the space.
- Eliminate single function anything. Put Placemaking at the center of the conversation when talking about spaces serving multiple uses.
- Incorporate *play* for both children and adults. People are becoming more and more socially isolated, and many are losing the feeling of truly belonging to a place. Use narratives about exploring spaces and places to communicate history and demonstrate these trends.
- Introduce Placemaking in early development stages to ensure that it is not an afterthought.
- Look for new opportunities to restore empty/vacant sites. Repurpose vacant malls, stores, military bases, etc. into community amenities.

Challenges and Opportunities

How to advance Placemaking as a movement:

- Communications
 - Make more efforts to get the word out about the possibilities and benefits of Placemaking. Undertake bigger marketing initiatives.
 - Create a network that can connect different audiences and tell a variety of stories of Placemaking.
 - Recognize that many are still unclear about what Placemaking *is* and what it *does*.
- Metrics

- Present a clear problem with measurable outcomes, because it is hard to show exactly what is gained from Placemaking.
- Network
 - Take advantage of the different talents of the people in our networks, and connect them to different Placemaking projects.
 - Use Placemaking as a strategic tool for implementation. Connect the dots to create a national movement.

Moving Forward

We must create a framework for different strategies that can be adjusted to suit different needs in different communities and contexts. In doing so, it is important to:

- Be sure that we are not creating barriers by implying that a single Placemaking strategy will work in different cities or neighborhoods. Take time to understand each place, and let communities explain what is most important to them.
- Create a standard toolkit with specific goal-setting language. Distribute it to multiple groups that can use it for conceiving, developing, and implementing projects.
- Create a grassroots, bottom-up process that contains case studies and success stories. Use small wins to help build morale.

GROUP B: MARKET CITIES AND LOCAL ECONOMIES

“The market is physically and socially central to the community’s public life, the glue that keeps people coming together, open and accessible to all, exclusive to none, drawing people for business and pleasure, but most important, just drawing people.”

-Roberta Gratz

Historically, cities grew around their marketplaces – bustling centers of commerce and community. As communities grew, they became market cities. Markets are great igniters to the creation of and organic growth of such places, and, of course, the growth of farmers markets in the U.S. (now over 7,000) offers the raw material for a broader rebirth of local economies and places. There is new interest in all things local. How can we take advantage of these trends to advance local places and economies?

Key Issues

PPS’s upcoming Public Markets Conference in Barcelona—a city where there are 43 public markets—provides an ideal framework for growing cities around markets, or creating Market Cities. While the growing local foods trends in this country has led to more farmers markets, not many of them are tapping into their potentials as “places” and centers of community.

There is a close connection between how people engage with place and that place’s revenue generation. Places need robust economic activity that strengthens communities and provides a “sense of place” for its members. People are drawn to great places because of their richness—they are places to raise families in, to be a part of, and to explore. “Main Street” is an example of the critical connection between place and economic activity. Markets for food and other goods play a central role in revitalizing communities, but they also help to address issues of food security and the lack of equal access to nutritious food.

Applied more broadly, we have to rethink how community development happens. How do you get a place to regenerate? What does that mean from an investment perspective? The cities that are most successful in doing this are reimagining what their local economies can be, while encouraging their policies to be pro-place.

Challenges and Opportunities

We’re seeing a structural shift in how we consume products and move them around. We are changing from a commodity-based economy to one that is more experience-based. This means that people are placing more value on *experiences* and making their individual and economic choices accordingly:

- There’s been a shift in how people relate to their cities, increasingly placing more value on richness and quality. People want a safe, vibrant community, and with growing urban population comes increased economic and investment opportunity.

- For many, it's not "cool" to have a car anymore. We are seeing a delay in teens and young adults getting their drivers license in the United States because young people are choosing a localized urban lifestyle.

We need to urgently make the case that investing in a local economy should be the priority of economic development. To do this, we must immediately address several issues:

- The current structure of communities, which facilitates local economies, has huge externalities. We need to present the full social value and costs of the way our local economies are structured (around the car, for example, which involves huge external costs in road construction and maintenance, contributes to climate change, etc.).
- Today's national and global economies aren't working for everyone. There are many aspects to economic dysfunction that are having a negative impact on place and Placemaking:
 - Low wages and vast income disparities are causing widespread hardship. Poverty destroys our cities and our society as a whole. Neighborhoods are failing. Cities cannot sustain their infrastructure. Growing inequity and disparity in this country is creating a permanent underclass. This generation will not live as well as their parents. Inequity has an absolute manifestation in place. The Report on Economic Mobility shows, for example, that we have places of hyper-segregation. Where we live tells us if we can move up into the middle class.
 - Without social equity, the idea of economic "choice" is a myth. Some people can choose to move, but others—the overwhelming majority—cannot. We have to think seriously about ways to overcome these challenges. And these challenges are not specifically urban; they are also suburban and exurban.
 - The digital economy has overwhelmed physical businesses (both Main Street and suburban malls). There's no lack of a sense of urgency about this, but better alternatives have still not been proposed. A more locally based economy works for *people*, but this fact is still poorly understood.
- With population growth comes greater urgency. In the next 20-25 years we are going to add large populations to existing metro areas. We will have to build new communities within our existing ones, and we will need to *rebuild* what has been lost to the suburbs. Segregated land uses are largely unaffordable, especially with the foreclosure crisis. Transportation costs are not transparent, homes are.
- There is also a sense of urgency around the issue of protecting our health by protecting our habitats. We need to decarbonize our life, and quickly. Global climate change is impacting the availability and cost of food and water. We need to create access to these basics of life if we are to have political and economic stability.

Moving Forward

In moving forward, we must highlight the socio-economic benefits of Placemaking—whether it’s about creating diverse places to live, places in which people *choose* to live and work, or places that provide access to healthy food and water. At the same time that we are working to localize economies and lifestyles, we need to re-establish regional and global connections in communication and governance.

Most mayors want large companies like Google—the “big boys”—to create local jobs, but more opportunities can come from growing local businesses. “Progress” and “growth” should not just mean larger and larger scale. A more supportive context for local business is important not just economically, however, as a local business owner is more likely to contribute to the community than a large corporation would be. When we lose that local participation, the physical *and* social fabrics of a community begin to deteriorate. There are many ways to bolster localization efforts:

- Create environments where the entrepreneur *and* the customer want to be, and show people that these high-quality experiences and places can be affordable.
- Use technology to give local business a global market. Promote experiences in the physical world in addition to shopping online—even online companies need a physical space.
- Establish incentives that make it less likely for large-scale chain businesses to take over a local economy. Use land use and zoning regulations, such as a having drive-through windows only permitted in multi-story buildings. “Renew Australia,” for example, provides free rent for local start-up companies.
- Develop an economy that allows for business plan testing. Encourage people to invest in ideas. Reduce red tape, and promote individual opportunity.
- Make all manufacturing non-toxic (by making companies responsible for the full cost of their operation) and bring manufacturing back to the city.
- Where large-scale business dominates the economy, introduce specialized businesses to capture niche markets.

Market Cities

The rebirth and great expansion of farmers markets and public markets in the past decade provides a foundation for a new way of addressing inequities within our food distribution system. We call this concept “Market Cities” and believe it can become a driving policy force in communities today. Market Cities are places with strong networks for the distribution of healthy, locally-produced food and other goods. They have large central markets that act as hubs for the region and function as great multi-use destinations with many activities clustering nearby. In many respects this idea could be seen as one which “connects the dots”—bringing together city policymakers, community organizations (including human service groups, health advocates, and community development organizations) and market operators and vendor. By linking food with place, urban market systems in the 21st century can be vital centers of exchange connecting rural and urban environments and places that anchor local culture and social life for all residents.

GROUP C: STREETS AS PUBLIC PLACES

“The Street is the River of Life in a city, the pathway to the center.”

-William H. Whyte

Streets are the most fundamental public spaces in communities, but may be the most conflicted and under-recognized. “Streets as Public Spaces” is premised on the idea that streets should not simply move people from point A to point B, but must add value to the community along the way. Streets can no longer be viewed simply as arteries for conveying cars – even “complete streets” may not be complete enough. Great streets build communities as well as provide ways of connecting other great places—this is what links communities of all sizes together. How can we move communities to this broader vision of streets and transportation investments?

Key Issues

Streets have always served three purposes: they are public spaces; conduits that give access to private property; and a means of transporting goods. However, as many have recently recognized, streets are also economic generators in many more ways than transportation. A street is not just the right of way, it is as much about the building faces and adjacent land uses as it is about curb-to-curb concrete and pavement. Designing a street means considering the entire experience of traveling its path. Different types of streets—commercial, arterial, residential—offer different design possibilities and require different features in order to become safe, meaningful, and productive *places*.

When we talk about “Streets as Places,” we need to clarify what the concept means, and how it expands the term “complete streets.” Streets that are places have bicycle lanes, sidewalks, and other qualities that encourage people to walk, look around, and to interact with the space and with each other. These streets in make city living safer, healthier, and more vibrant. As one PLC session participant explained, “We’re talking about how to turn sewers for cars into streets for people.”

A critical part of this process involves **slowing cars to human scale**. When traffic speed is reduced in city centers, the power of “Streets as Places” can be activated; they can become a market or a playground, a garden or a meeting place. Through such uses, a street becomes more than a name on a grid, but a dynamic *place* with its own social and cultural identity. People’s place-attachment comes from their usage of the street. Indeed, many street names (“Market Street,” “Park Avenue,” or “Jazz Row,” to name a few) reflect a history of *human*—not automobile—interaction. Focusing on making a street people- and activity-centered transforms it from an impersonal mobility corridor into a destination in its own right.

We must also recognize improving streets as a way of **building social equity**. Equity is about making access available to everyone, regardless of means. This requires a detailed understanding of local people and culture. If, for example, many low-income people in a city use bikes as an affordable means of getting to work, we should prioritize bike paths as an important transportation mode rather than a recreational amenity. This means that there’s no cookie-cutter formula for creating “complete

streets,” as each approach must respond to the place’s local history and cultural character. In other words, identifying the factors that make a street “complete” requires more than a simple inventory of features that can be checked off a list (sidewalks, benches, bike paths, etc.). Instead, this process involves a nuanced understanding of the various types of uses and users of the street.

“Streets as Places” (SAP) is a full-support system designed to engage people in making their public spaces accessible and inviting. SAP is not a streetscape design, it’s a *process*—it’s about communities owning their streets and having a direct impact on how they look, function, and feel.

Challenges and Opportunities: How to Create “Streets as Places”

- **Create a comprehensive vision for streets/blocks:** Specific streets/blocks need a vision and identity that exceeds their transportation function. For example, a Main Street’s purpose could be local shopping, tourism, community gathering, etc. Streets can be made more pedestrian-friendly by incorporating public art that draws from an area’s local heritage, and creating multi-use facilities that attract all ages such as seating areas or play spaces. In pedestrian-friendly streets, the edges are activated. Indoor activities spill outside from the shop to the sidewalk to the street, and the boundaries between public and private spaces are blurred. *Great streets are the binding seams that knit places and neighborhoods together, not the hard edges that divide them.*
- **Change the performance metrics:** The metrics for investment in and design of streets need to change dramatically, and this has to occur at all levels: planning, programming, scoping, design, construction and operation.
 - Equity
 - Community good
 - Adds value to adjacent places and neighborhoods
 - Public health
 - Supports Aging in Place
- **Don’t subsidize non-place oriented initiatives.**
- **Get the community involved in selecting the metrics and vision for streets:** The community must be engaged in the decision-making process for the street. This dialogue has to be meaningful, *real* decision-making as opposed to the “Decide, Announce and Defend” model.
 - Don’t let government or its consultants decide what is good for them.
 - The Community is the expert. They will tell you what their neighborhood is like and how they want their streets transformed into places of engagement and play.
 - Get in touch with the dynamics of what is going on in the street.
- **Supportive policy/regulatory framework.**

- Eliminate the multitude of regulations that make it difficult to get permission to make temporary changes or to temporarily occupy a street for some non-automobile purpose.
 - Get out of the way and let the market do it, get rid of the rules that block SAP.
 - Adopt the “Adelaide Model,” where the CEO has the authority to waive any regulation that gets in the way.
 - Pass supportive policies that make it easier to create Streets as Places. One example: prioritizing subsidies to buildings that impact the public realm the most (ground level).
- **Inspire citizens to take back responsibility for their streets.**
 - Stop abdicating our responsibility for streets to traffic engineers.
- **Engage “Lighter, Quicker, Cheaper” model as a tool for testing ideas.**
- **Place Governance.**
 - Instead of streets being managed disparately by transportation, planning, utilities, and other entities that have narrow missions, there should be *one* entity charged with a more comprehensive, place-based vision for a street.
 - Absent full Place Governance, cities and towns could create a *Streets as Places* (SAP) commission or ombudsman.
 - Nonprofits and advocacy could fulfill the role of ombudsman if government doesn’t facilitate.
 - Groups like Main Streets, BIDs, sometimes CDCs already play this role in some communities.
- **Evaluate the role of government in facilitating real community engagement.**
 - Understand the need for conflict resolution amongst stakeholders, and the importance of providing an arena for productively managing this conflict.
 - Government should develop a place movement typology—a.k.a. “Street Typology”—to provide a range of options from which a community can select. We don’t want a formula, but neither do we want anarchy in decision-making. Typologies help to frame the options and inform decision-making. Get community involved in developing these typologies

Moving Forward

In order to move Placemaking efforts from vision to reality, we must develop with stakeholders a shared understanding of the generative outcomes of SAPs. There are two dimensions to this. The first involves bolstering those who are already avid supporters of Placemaking. To do this, we should:

- Develop documentation on why SAP is important; develop the business/economic case customized to each target, whether traders or residents. In essence, develop a SAP manifesto.
- Create a knowledge sharing function within the PLC to collect guidance, inspirational case studies, examples of structure, models from each other, etc. Curate this list and feed it back out through the network to the world.
- Compile information on the broad benefits of SAP, backed up with data and examples.
- Assemble and curate existing data and commission or conduct research to fill holes in existing data.
- Develop a troubleshooting guide, with a map for every city engaging in Placemaking activities.
- Consider producing a dashboard for charting different kinds of initiatives. For example, on streets with X, here are things you can do. Here are my circumstances, which range of solutions do I pick?
- Create Dewey decimal system for SAP, so that end-users can find the right information as quickly as possible.
- Use the PLC as a way to provide access to PLC members who have been working on the case studies and models.
- Create a SAP guide similar to the NACTO Guides, which could be structured around some basic SAP typologies.

The second approach to building support for Placemaking efforts aims at inspiring those who are not yet on board. Private property owners, for example, can be important stakeholders in creating great streets. The ground floors of buildings either contribute to the liveliness of the street or dampen it, depending on the occupancy. Many owners, however, fail to see the ways their economic success is tied directly to the quality of the public space at their front door. While toolkits such as those suggested above can provide invaluable resources for those already aligned with Placemaking, we also need a thoughtful plan for bringing new members into the SAP/Placemaking fold—from developers and businesses, to elected officials and engineers. To change the mindset of such groups, we must develop a deliberate outreach plan that includes:

- Fostering tours of great Placemaking/Streets as Places.
- Creating an award system for Placemaking.
- Sharing information through social media.
- Developing a speakers bureau.
- Finding foundation or private sector support to subsidize outreach.

GROUP D: ARCHITECTURE OF PLACE & COMMUNITY ANCHORS

“It’s hard to design a space that won’t attract people, what is remarkable, is how often this has been accomplished.”

-William H. Whyte

Placemaking brings new ways of redefining the nature and function of libraries, art and cultural institutions, city halls, and other establishments. Indeed, there is an increasing number of innovative examples of individual institutions that are becoming multi-purpose “community anchors,” not just iconic design statements. How can we encourage more building owners (whether institutions, corporations, developers, or governments) and their designers to promote an “architecture of place”—place supportive design that also redefines the public gathering roles these institutions play in communities?

Key Issues

This session focused on the role of architects and other design professionals in Placemaking. The architecture of anchor institutions in a neighborhood, such as a public library or train station, plays an important role in Placemaking. For a building to become a Placemaking hub, however, rather than simply making an iconic design statement, it should incorporate a mix of uses, giving people more reasons to be there and allowing more flexibility for change over time. There should be activities and attractions for people of all ages and abilities, and the space should both reflect and enhance the identity of the neighborhood.

Challenges and Opportunities:

Why has architecture often failed to create great places?

- Many architects see their role as designing *buildings* rather than designing *places*. Modernism divorced buildings from their context and defined them as “objects.” The Boston City Hall is a well-known example, but every city has object-buildings that seem to push people away rather than attract them. Often, architecture students are trained to believe that their roles are to be “cultural critics,” or that violating expectations is a higher calling than satisfying them.
- It is not the architect who defines the design task or ultimately controls the design, however, it’s the architect’s client. A significant barrier is created between the practices of architecture and Placemaking when non-users develop the program of the place. Further, it can be difficult to convince clients to invest time and money into the art of Placemaking. Architects’ clients often seek an image or a statement rather than a great setting for *people*. As one session participant pointed out, some of the best universities (often on behalf of their donors) have developed their campuses as a collection of object-buildings rather than great places.

- Even if both the client and the design team of a project are intent on Placemaking, they may not have a good understanding of what people in that community actually *do*. If the community or future occupants aren't engaged in the design of the building, there's a good chance the places won't work the way they're intended to. One reason for this discontinuity between a place's occupants and its design is that community involvement tends to focus on "needs" or complaints. This is a one-sided process/dialogue in which the owner and the design team are perceived as the asset-holders, while the community is the "needy" recipient. Too often, this co-dependent relationship is called a partnership.

Communities that are actively involved in Placemaking from the beginning—setting the agenda and bringing resources—can re-define these relationships and help produce great architecture.

Moving Forward

Pushing for good architecture that creates place involves engaging the anchor institutions, the design professions, and the public. These actions will involve:

- **Educating the public** about the value of "people places," so that market analysts, building developers, and architects measure success in terms of making great places.
 - Talking about places we love/"Opportunity Places"—post offices, libraries, gardens, historic buildings, parking garages, police facilities, etc.
 - Changing the dialogue around Arts and Culture, and encouraging an architecture that embraces culture.
- **Presenting Placemaking as an investment in the community**, particularly around issues such as security, building social cohesion, and youth/intergenerational participation.
 - Moving discussion away from the "form" of anchor institutions to focus on their role as community actors. Make a case why this project-driven focus is important.
- **Outlining the Placemaking *process***. Going beyond usual community outreach and providing a "how to" document in which the community is the priority.
 - Redefining the role of the project manager to be a Placemaker, and utilizing the talents of the people that work for the institutions.
 - Finding designers who pay attention to both process and the public.
- **Encouraging innovation and experimentation.**
 - Identify quick wins that are easy to do, such as using leftover/vacant space to build ownership.
 - Work with private developers that are creating new communities.
 - Empower local communities to fight for new legislation/policy/ordinances.
- **Expanding funding opportunities.**

SESSION 2a: PLACE GOVERNANCE AND LOCAL OWNERSHIP

“Essentially, what it means is a transfer of power and responsibility from the state to the individual and the community.”

-Hans Monderman

Key Issues

We have huge crises all over the world—and record low trust in government.

Everyone relates to his or her own backyard, and everyone has a connection to some place. But in trying to get as many people involved in the Placemaking movement as possible, we cannot rely on individual motivations alone. We need more formalized governance structures in our communities that stimulate creativity and engagement—where people can take ownership of their own public spaces.

Placemakers need to be conduits of flow, enabling people and agencies to cross narrowly defined boundaries to engage in a holistic conversation. Creating a civic space for these conversations is a *practice*, and not many know how to do it effectively. We need to have a shared civic space—and not just in a physical sense—to bring the conversation into the future. When done right, Placemaking enfranchises people and builds trust, and *place* is the best common ground for this necessary cross-sector progress.

Today, political leaders and government agencies are more focused on critical issues like disaster prevention and creating “resilience.” Place governance is key to resilience, which involves building local capacity to render aid and preserve place and place attachment. When government fails, the community often steps up—and research has found that places with the best public spaces are more close-knit, and more close-knit places respond better to disasters and other major crises. That’s a good opportunity to let the community fill the gaps.

Challenges and Opportunities

- **Ownership and trust:** Governments sometimes actively resist letting the community take ownership or claim turf. They will say, “Sure, Placemaking is great, we’re doing that,” but then take sole ownership and eschew collaboration. How can communities demonstrate governance capacities if they are not trusted to participate in governance?
- **Breaking down the silos:** Expertise can be a good thing, enabling us to do expert quality work, but the challenge is bridging silos/disciplines. One participant spoke about spending almost ten years to deliver a project bringing Placemaking to San Francisco. It was a long and painful process. A main issue was the silo system and comments such as, “well, that’s not our purview.” Today’s problems are too big for one sector alone, and silos are a demonstration of poor governance. We don’t have a lot of practice working across sectors or departments, and we need a policy/governance toolkit to help facilitate these conversations.

- **Transparency:** A transparent process is needed to achieve a change of mindset.
- **Risk and regulation:** A current assumption is that citizens have no sense of their own health and safety. Working from a risk-assessment model, government agencies feel they must regulate everything because they fear liability. Is there a way to change the legal culture? After last PLC, one member was excited to do Placemaking project back in Austin, but was unable to proceed because of governance prohibitions. What are the most effective approaches to governmental change if codes and regulations are obstacles to good Placemaking?
- **Bureaucracy:** An historic preservation commission, as an example, has a process that is excruciatingly painful and long (a single project can take up to 10 years). How can we make more efficient processes, get community buy-in, and build/preserve better places?
- **Culture change, not just structural change:** Changing governance is not about defining some new structure—it's about culture change. If you want change the function of three interconnecting gears, one of the gears has to start changing how it turns. A city leader must be a community organizer at heart.
- **Sustaining community change:** A government agency can bring people and initial funding to the table. However, from a fiduciary standpoint they often can't maintain the programs. Quasi-government organizations can serve this role as long as they can identify defined streams of funding and support.
- **Getting beyond "planning":** The challenge in New Orleans, for example, is that communities are planned-out: they know what they want, but just need help *doing* it. Placemaking can be used to identify quick wins in order to build trust and to activate a neighborhood's energy and capacity to manage. Once this has been achieved, *then* work on bigger longer-term plans.
- **Bringing together all sectors:** This is not just about public sector: how can public *and* private sectors learn to partner around place? Both can be the convener, organizer and nurturer of the life of good places. Nonprofits also need to do a better job of giving credit where credit is due, such as to government initiatives that are working and making good-faith progress. Building the necessary bridges for partnership is essential for Placemaking to thrive.

Moving Forward

The current system of bureaucratic/competitive governance has worn people down—it can discourage us from acting creatively, and it makes it difficult to get funding for new ideas. Nonetheless, we need to shake it off and continue moving forward. When people take enough

ownership of place and step out of their comfort zones, they can bring about the change they want to see.

Our goal should be to create lots of leadership at all levels. We need better listening, learning, and leveraging. We need more experimentation in community/collaborative design and better assessments on how to do it well. We are beginning to share what we're learning from failures and missteps. Sometimes the problem is not having the right people in the group, or ineffective approaches to engaging the community. Other times, it's the experts who need the engagement and education. Leave your degree at the door, but come back in. We don't say keep the experts out, but come in as *people*.

Positive Ideas: Examples that are happening now

Participants shared their experiences and challenges with developing, changing, or sustaining governance structures. In general, these structures are operating outside of traditional government, although connected to it:

- In Michigan, they are moving from a governor-led movement to a new kind of public/private partnership, still led by the governor. While working on blowing up “silos,” their challenge is institutionalizing this culture change—policy, strategy, education, training, and implementation. There is a statewide Placemaking curriculum with about ninety partners, consisting of six modules. After starting these collaborations and partnerships, the key now is implementation.
- Southwest Airlines is working to understand the corporate role in Placemaking. They see themselves as helping to build the “pipeline.”
- From the city's perspective in New Orleans, they are working to figure out the right balance between being an agent of change and being respectful of a community's initiative. They want to ensure that the city is better after they leave. The New Orleans Redevelopment Authority (NORA) is a quasi-governmental organization. Since they need to meet critical community needs *now*, they want to identify the best ways to leverage power without being restrained by typical regulation and bureaucracy.
- By providing micro-grants, the National Association of Realtors (NAR) encourages its local member associations to do Placemaking by providing technical and financial assistance to help state and local realtor associations initiate activities in their communities in areas such as affordable housing, walkability, green building, and sustainable transportation.
- The power that AARP brings to the table is its engagement with residents in communities. The challenge, however, is *how* to bring them into this process. Where does the power structure lie? Who is closest to the mayor and what is the appropriate role of the organization? Developing good relationships with the private sector is a constant struggle,

as it is a fundamentally different model. The organization can bring nonprofit partners, but not developers or funders.

- Code for America, in Washington, DC, is demonstrating the potential of technology for Placemaking.

Opportunities: How can we advance adoption of better place practices?

- **Communicate a vision for a place-based culture.** We have to challenge governments and private organizations to adopt a more collaborative place-based approach. This will transfer power and sense of responsibility from bureaucrats and politicians to citizens.
- **“Normalize the hell out of good Placemaking.”** Show people how others are making places. Share profiles of projects in the city, allow ideas to cross-pollinate, network.
- **Learn about new structures of governance.** What is the right governance structure for place-led culture?
 - What about a place that governs itself? Some of the best places in the world are those that are self-managed—what can we do to foster this?
 - To what extent has our discussion reflected “top down” thinking? How is community governance different from government leadership or control? Is it possible to have community governance, in which government comes in and out?
 - What things can be adaptable? Which are the most translatable?
- **Case studies.** Use the PLC website as a place to submit case studies. Everyone needs to go home and try to infiltrate own communities’ governance structure and share what’s working and what’s not.
- **Better metrics.** How do we measure the benefits of place? Several organizations have begun to do this. It’s a way to show people concrete outcomes, but we need to explore a variety of different metrics.
- **Financing.** Find dedicated, scalable financing for Placemaking projects (without getting bogged down in oversight and bureaucracy).

Place Governance and the Placemaking Movement: The Role of the PLC

Better governance is about changing the way we think and questioning the operating instructions in our behavior. We cannot build a Placemaking movement on the same conversations. If we created a “national organization” it would become bureaucratic, since we haven’t learned to “dance differently.” We like to organize, but we have enough organizations. In cities around the world, very similar organizations exist. They start from similar problems and arrive at similar solutions. The

more we share these ideas, the more likely they are to be repeated. We are all familiar with competition between each organization for funding, and we don't want to set up a structure that perpetuates it. We need to look at what unites us. *This is about a culture change, not just another structure of government.*

BREAKOUT SESSION 2b: PLACEMAKING OUTCOMES

GROUP A: BUILDING EQUITABLE AND FAIR COMMUNITIES

“Placemaking is not something just for the wealthy neighborhoods, for the hipsters—actually it works even better in low income areas.”

- Gil Peñalosa

Issues of community inclusion, empowerment and engagement—where the community has real decision-making power and where local history and talent is elevated—apply to all kinds of places. These messages resonate in particular where communities have been disinvested and where trends or intentional planning processes have led to loss of Place due to the impact of contaminated brownfields, bisecting highways, and multiple other factors. Cities should focus on creating diverse and interactive public gathering spaces that attract all kinds of people and enhance community cohesion.

Key Issues

Placemaking can be an effective strategy in creating equitable and fair communities. Because it initiates a conversation about opportunities from a neutral starting point, Placemaking can play an even more important role in low-income communities. It can help stimulate economic development and job creation; it can bridge divides between different ethnic, racial and socioeconomic groups as demographic changes occur; and it can bring new purpose to unconventional places like employment offices and health clinics. Placemaking should emphasize social cohesion—creating places where people want to come together. These places can build on a community’s existing investments and institutions such as schools and social service agencies.

Challenges and Opportunities

In addressing the fear that somehow Placemaking will cause displacement and gentrification, we must make sure that it is the community running the neighborhood and that the Placemaking process is carefully in tune with the needs and desires of the neighborhood. For these efforts to succeed, it is important to:

- Make Placemaking part of an economic plan and an asset-based approach.
- Create and capture value, which can be intentionally targeted back to the community.
- Remember that small is good too—positive change can come from small-scale interventions.
- Create a process that engages the neighborhood and its immediate neighbors.

Moving Forward

To engage the community in making safe, lively, and inspiring places, we must incorporate Placemaking into community development processes and the work of social service providers. They are already working in the neighborhoods and their work can be expanded, redefined, and enhanced by:

- Educating neighborhood advocates, leaders, and organizational staff about taking the Placemaking message to their members.
- Reaching out to groups like the Community Economic Development Association (CEDA).
- Self-building and including volunteers.
- Catalyzing pilot process with small grants.
- Offering more tools and technical assistance to help turn ideas into reality.

GROUP B: CREATING A CULTURE OF HEALTH

“From a healthcare perspective, there is nothing more important than Placemaking.”

-Tyler Norris

A Robert Wood Johnson Foundation commission recently called for a “seismic shift” in how we, as a nation, approach health. A major issue is how the design of communities can support healthier lifestyles, including more physical activity and access to fresh foods. Placemaking can be a process to link disparate healthy community initiatives together—streets that are more walkable, parks and playgrounds that are safe and encourage kids to play, and markets that are community places where fresh, healthy foods are available. All too often, however, these efforts are not coordinated or synergistic. How can the Placemaking movement address the need for community health?

Key Issues

Health is perhaps the most widely valued life goal today and also one of our greatest concerns. Our lifestyles threaten our health. Our technologies and innovations often make life more convenient at the expense of healthy activity and a safe environment. Along with the social and emotional costs of poor health, the financial cost of relying on medical or pharmaceutical fixes to our problems is becoming increasingly out of reach for most people.

Challenges and Opportunities

The frustration created by traffic congestion has produced a large number of people willing to make the transition to public transit or bicycles, but the facilities and infrastructure to do this are seriously lacking. With the increasing concentration of wealth in the hands of the very rich, along with taxpayer resistance to public spending and the trend towards fiscal policies that favor large corporate interests, there is little prospect of significant public investment. Further, many of the funding sources that *are* available often go untapped. People see the need for change but don't know how to make it happen. Given all of these conditions, we are well poised to begin a health *revolution*, and Placemaking can be a key component in this radical shift. Placemaking is both an outcome of an inclusive, healthy community and an inclusive process for developing vital public space that respects and responds to community values and needs.

For this revolution to take effect, we need to build a unified movement that incorporates many already-existing initiatives. We need to move the discussion to the next level, and our goal should be to encourage individuals and communities to truly see the value of leading an active life. Currently, there is a general lack of awareness about the consequences of unhealthy choices, from fast food consumption to long solo commutes. Policies need to do more than *promote* the benefits of healthy living, they need to make it easier for people to make healthy choices. There has to be a sense of urgency in creating this health revolution, a drive to make changes happen, and a commitment to creating better healthier places.

This movement should broaden the definition of health to include not just physiological, but also mental, social, economic and environmental wellbeing. In terms of the built environment, the concentration of effort should be towards *connections* as well as places—creating and improving access to work, school, shopping, and recreation, and ensuring that everyone can take advantage of these benefits.

Moving Forward

Placemakers and policy makers need to be concerned with the *process*, even if citizens are only concerned with the end result. The public sector also needs to be more productively engaged in this revolution, rather than just setting restrictions. Creative solutions for Placemaking require the private and public sectors to build good partnerships based on common goals. In addressing these issues, it will be helpful to:

- Focus on small pilot projects to increase public awareness and demonstrate the relationship between place and health. Pilot programs are especially useful since they tend to be less impacted by bureaucratic inertia.
- Build relationships across organizations, politics, and disciplines: approach and support innovators who want to help bring about the change.
- Develop a comprehensive list of the benefits of Placemaking in the health revolution.

GROUP C: SAVING THE PLANET

“Placemaking is a core value of sustainability. Maintaining livable urban environments is essential to protecting natural resources and the landscape from further destruction.”

-Fred Kent

Over the past half-century, environmentalists have led the way on many crucial problems, galvanized action to remedy them and limited overall damage. Environmental action today, however, all too often tends to work in silos around seemingly abstract issues such as climate change. A new environmental agenda that draws on the strengths of Placemaking will continue to ask the familiar questions about any new project or action: Is it sustainable? Will it minimize harmful impacts on ecosystems? But we will also be asking new questions like: Is a project enhancing life, both natural and human? How do we best nurture nature, communities and people? How can the Placemaking movement embrace the environmental movement and help save the planet?

Key Issues

This session focused on the relationship between the practice of Placemaking and the health of the environment. This issue is especially urgent, given the frequency and magnitude of catastrophic disasters in many parts of the world—from Hurricanes Katrina and Sandy to recent tsunamis. Too often, responses to disasters have been too little, too late. There is growing concern that cities are not prepared to handle massive evacuations and displacements, widespread physical damage and functional interruptions, or large-scale rebuilding.

Efforts to “harden” cities against natural disasters or replacing the built fabric of destroyed urban areas without addressing the underlying environmental issues are not only short-sighted, but they are also more costly than our societies can afford. There is great concern that our existing strategies are not robust enough to resist future catastrophes, and they are ineffective in mitigating climate change.

Our goal is to design ecologically sustainable and resilient environments, focusing on combatting the effects of climate change and the depletion of natural resources. We must drastically reduce the burning of fossil fuels, and the role of Placemaking in these efforts is crucial. Placemaking offers opportunities for creating more resilient communities by:

- Reducing environmental footprint through concrete actions.
- Creating sustainable, resilient communities that put people first—not privileging engineering as the only solution.
- Engaging and empowering people to take action for themselves, their communities, and their great-great-grandchildren. Solutions emerge *locally*.
- Raising awareness of global issues and bringing big picture environmental issues (such as food, housing, energy, etc.) down to the individual level.

Challenges and Opportunities

The major obstacle to sustainability is not technological but political, and we already know what many of the solutions are. They include:

- Reducing reliance on private vehicles by building at greater densities and creating richly diverse communities with a fine-grain mix of uses.
- Developing low-energy transportation options and designing streets to support them. Reducing the energy used to condition both new and existing buildings.
- Eliminating waste by restoring the cyclical life of water and materials. There are good examples at local as well as regional scales.

Moving Forward

Placemaking builds communities, and communities enable people to solve problems they cannot address alone. Building the capacity to work together is a far more important tool for sustainability than any technological innovation. The power of working together on a local level will have global impact. People working to make their neighborhoods and cities better will ultimately help organizations like UN Habitat and the UN Development Programme implement policies for global environmental quality and justice. Working at a grassroots level is not only making a difference locally but is essential to building momentum for major social reforms. To take this initiative of saving the planet further, we should consider:

- Drafting a detailed statement of short- and long-term goals in time to submit to organizations such as HUD and UN Habitat, which are holding important talks in the near future to establish new global sustainable development goals.
- Engaging citizens of different countries through a collaborative network in order to ensure a holistic and culturally-sensitive approach.
- Declaring a “Placemaking Day”—perhaps modeled on successful initiatives like PARKing Day—encouraging people of all ages and interests to participate.

GROUP D: COMMUNITY CREATIVITY AND LOCAL TALENT

“It’s not simply that the arts promote social well-being; they are indispensable elements of social well-being. Just as you can’t strip out health or housing or transportation from social well-being, neither can you remove the arts.”

-Mark Stern

Placemaking is a process, accessible to anyone, that allows peoples’ creativity to emerge. When it is open and inclusive, this process can be extraordinarily effective in making people feel attached to the places where they live. Perhaps one of the most significant changes that has taken place in the public dialog around Placemaking over the past several years has been the rise of the “creative” modifier. The definition of Creative Placemaking is shifting as extensive resources are put into practice. How can the Placemaking movement address and embrace the community’s creativity, support local talent, and use the arts as a reinvigorating force for Placemaking?

Key Issues

This session considered the various opportunities that creative work brings to Placemaking and, conversely, the value of Placemaking to public art. Our conception of Placemaking is not about making creative places so much as it’s about making places creatively. *Placemaking is an art*, and a good Placemaker knows how to create connections, build relationships, and understand many different points of view.

We’re seeing an emerging artistic renaissance, which has, ironically, been stimulated to some extent by cutbacks in arts funding. Artists are becoming more vocal, and communities are rallying to support the arts. New alliances are being created, and new kinds of community-oriented or “social” artists are emerging. The arts are a way to explore and celebrate diversity, and when art reflects the values and visions of the community it serves, it becomes a lasting part of that community.

Our concept of art is here is broad, including not just paintings and sculpture, but also music, performance, and craft. As understandings of art—and the relationship of art to *place*—continue to change, so too does the role of museums in representing these shifts. Indeed, many of today’s museums are collaborating with local communities.

The Value of Placemaking to Artist, City, and Community

Few artists have enough opportunities to showcase their work and get fair compensation. Places are sources of inspiration, and public place-based art is an avenue for artists to express themselves and their complex relationships to that place. Since communities are increasingly seeking out artists who activate space, community support has great economic value for artists. Art can activate place and add value to the shared public realm by:

- Drawing people and increasing traffic.
- Stimulating community conversations and creating learning opportunities.

- Offering alternatives to traditional museums and art venues.
- Filling empty storefronts and buildings, vacant lots, construction sites, and other troublesome spots.
- Propelling economic development (a neighboring market, café, shop, or restaurant); attracting both tourists *and* residents.
- Improving sense of safety.
- Giving artists an opportunity to participate in their community.
- Reducing illegal posting, graffiti, vandalism, etc.
- Enhancing awareness of the urban environment and serving as landmarks for wayfinding and orientation to a place.

Challenges and Opportunities

- **Economic sustainability:** We need to find sources of sustainable financing for art. Artists need space and an appreciative market, not lots of money. The Melrose Messina Fund for the Arts (MMFA), for example, offers funds to artists to provide broad-based arts experiences to the citizens of the Melrose community. These grants also enable artists to earn additional commissions based on publicity. Other successful funding strategies have used Groupon or crowd funding platforms. Remember Lighter Quicker Cheaper strategies: what can be done quickly with little money?
- **Social equity:** Children from low-income families are often unable to take advantage of cost-prohibitive cultural events like museum exhibitions or concerts. Arts organizations need to partner with community groups to make cultural experiences available to everyone.

Moving Forward

Ideas for Supporting Art as Placemaking Strategy:

- **Use the Arts as strategic elements in public spaces.**
 - Bring arts into the streets—create outdoor exhibitions and visual displays across city/neighborhood blocks.
 - Organize events or pop-ups in vacant lots.
 - Use art to stitch back together the visual fabric of a block where there are interruptions or blank spaces.
 - Display local artwork in unexpected places like a Laundromat, café, or store.
 - Establish open-mike nights and festivals for local musicians.
- **Expand the role of the [local] artists in Placemaking.**
 - Commission artist(s) to do cultural asset maps.
 - Develop an artist-led urban public design program.
 - Hire artists to teach in schools.
- **Create new partnerships.**
 - Find civic, corporate, or property owner sponsorship for art events.
 - Create artist-business partnerships.

FINAL SESSION: WRAP-UP DISCUSSION

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”

-Margaret Mead

In the wrap up discussion, participants reflected on the structure and format of the Pittsburgh conference and how to organize future meetings. Since it is sometimes difficult to come up with specific agendas on this international scale, for example, it may be more effective to focus on smaller local/regional meetings in the future. The central question here is “What is the PLC,” as Kate Kraft suggested, “Where do we want to go and what do we want to be?”

To move the conversation forward, we identified five major areas on which PLC members should immediately focus their energy:

1. **Organize National Meeting in Washington DC.** The PLC will spearhead a meeting in Washington in the coming months that will bring together federal agencies, national organizations, professional associations and other thought leaders in the growing Placemaking movement. Based on the barriers and opportunities PLC members identified in the wrap-up session in Pittsburgh, this meeting will focus explicitly on policies that encourage and enable Placemaking and innovative place governance.
2. **Create Networks for Local Action.** While it is important to engage leadership in settings like the Washington forum, we also need to be thinking about what we can do at the grassroots level in terms of creating demand for Placemaking and underscoring its urgency. Create local networks by reaching out to community groups who are interested in, or already *doing*, Placemaking. Encourage other associations to adopt Placemaking as an issue and strategy, and allow them to assist the PLC in refining and promoting our message. Organize volunteer groups to do local Placemaking projects. These projects should address issues affecting people of all ages, backgrounds, social identities, and income levels.
3. **Launch Resource Teams and Steering Committees for Each PLC Agenda.** These groups will be essential in driving the Placemaking movement forward. Led by a steering committee of 4-5 devoted practitioners, each team member will have familiarity with the core area and be willing to invest a fair amount of time helping to collect, catalogue, and share best practices within and beyond the PLC and PPS networks.
4. **Develop Metrics.** Establish an effective system for recording the measurable impacts of Placemaking and gauging its returns on investments, both internally and externally. To do this, PLC members can work on creating “Place Indexes,” and establishing toolkits to help local groups do their own measuring and publishing.

5. **Craft Language.** It is important to be able to adopt industry-specific jargon when necessary (*i.e.* the language of public health vs. the language of planners), but we must also be able to translate this specialized language into a message that is both clear and compelling for a general audience. This adaptability will be vital in reaching out to new audiences and helping to create a sense of urgency around the movement.

As one PLC member reflected during our final discussion, “What I learned here is to stop thinking, and just start *doing*.” This demand for action—*now*—resonated with all of us. Our hope in identifying these “next steps” is that everyone in attendance at the 2014 meeting will be inspired and well-equipped to help push the Placemaking mission forward after returning home from Pittsburgh.