

INAUGURAL MEETING  
DETROIT, MICHIGAN  
APRIL 10-13, 2013

# Placemaking

LEADERSHIP COUNCIL



# Agenda at-a-glance

Wednesday, April 10, 2013

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6-7:30pm	Registration	Westin Hotel
6-7:30pm	Informal Meet Up	

Thursday, April 11, 2013

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7:30am-8:30am	Registration and Continental Breakfast	Westin Hotel
8:30am-12:15pm	Opening Plenary Session Part 1	
12:15-12:45pm	Lunch <i>Sponsored by Levitt Pavilions</i>	
12:45-2pm	Opening Plenary Session Part 2	
2-5pm	Working Groups	Various Locations
5:30-6:30pm	Working Group Presentations and Discussion	Compuware
6:30-7:30pm	Reception <i>Sponsored by Rock Ventures and Opportunity Detroit</i>	

Friday, April 12, 2013

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8-9:45am	"Heart of the Community" Breakfast Workshop <i>Sponsored by Southwest Airlines</i>	Compuware
10-11:45am	Working Groups	Various Locations
11:45-12:15pm	Lunch	
12:30-2:30pm	Working Group Presentations & Closing Discussion	Westin Hotel

# Placemaking Leadership Council Inaugural Meeting

DETROIT, MI – APRIL 10-13, 2013

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 **Knight Foundation**

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# Welcome

For those of us who are passionate about the public spaces in our communities, this is an extraordinary time. The general awareness of the importance of a strong sense of place—to the economy, to our social fabric, to human health—is growing stronger every day. As one of those rare processes that can bring people with different objectives together under the same banner, Placemaking is uniquely suited to help us grapple with the complex challenges that we face in a globalized society.

This inaugural meeting of the Placemaking Leadership Council represents another step toward our collective goal of consolidating and strengthening Placemaking as an international movement. The goal of this Council is to build a culture of mutual support amongst the do-ers and deep thinkers at the forefront of the Placemaking movement, creating a community of practice around this important work.

We've chosen a significant place to hold this meeting. Detroit is embracing Placemaking as a strategy for civic revitalization with a vigor and dedication that few cities can match. By focusing on place, Detroit has the potential not just to change its own narrative, but to change how cities around the world take on urban revitalization.

Over the next few days, we will share knowledge, create and strengthen connections, and begin to clarify a path forward for accelerating Placemaking's rise. There's no time to waste; let's get started.



**Fred Kent**, President and Founder, Project for Public Spaces



*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



# Agenda

WEDNESDAY, APRIL 10, 2013

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6-7:30pm / Registration

Westin Hotel

Woodward Ballroom Foyer

6-7:30pm / Informal Meet Up

Motor Bar

THURSDAY, APRIL 11, 2013

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Westin Hotel

Woodward Ballroom Foyer

7:30am / Registration and Continental Breakfast

Woodward Ballroom

8:30am / Welcome

**Fred Kent**, *President and Founder, Project for Public Spaces*

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

8:45am / Connecting Detroit's Assets Through Strategic Placemaking

**Rip Rapson**, *President, The Kresge Foundation*

9am / Transforming Cities around Placemaking

**Fred Kent**, *President and Founder, Project for Public Spaces*

**Dan Gilbert**, *Chairman, Rock Ventures and Opportunity Detroit*

**Jessica Goldman Srebnick**, *CEO, Goldman Properties*

10am / Break

10:30am / Placemaking Round Up: An Agenda for Change

Meeting participants talk about one action they have taken that has contributed to creating a place, or to furthering the practice of Placemaking.

Moderator: **Kathy Madden**, *Senior Vice President, Project for Public Spaces*

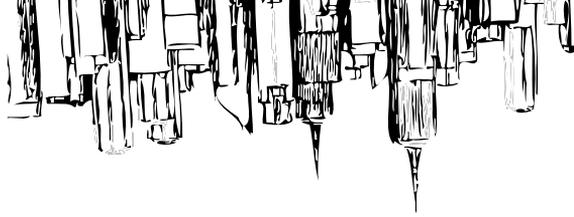
11:45am / Advanced Placemaking as a Policy Agenda

**Neil McInroy**, *Chief Executive, Centre for Local Economic Strategies*

12:15pm / Lunch

Sponsored by Levitt Pavilions





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Woodward Ballroom

## 12:45pm / Meeting Overview and Goals of the Leadership Council "Turning Everything Upside Down to Get it Right Side Up"

**Steve Davies**, *Senior Vice President, Project for Public Spaces*

**Fred Kent**, *President and Founder, Project for Public Spaces*

## 1:30pm / Downtown Detroit Placemaking Briefing

**Bob Gregory**, *Senior Vice President, Detroit Downtown Partnership*

**Deb Dansby**, *Vice President, Rock Ventures*

## 1:55pm / Instructions and Directions for Working Groups

## 2pm / Adjourn

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Various Locations

## 2pm / Working Groups: Exploring Transformative Agendas for Placemaking\*

\*See *Working Groups Section for Detailed Agendas and Locations*

- Building Community through Transportation
- Creating Multi-Use Public Destinations
- Entrepreneurial Places
- Place Capital
- Architecture of Place
- Place Governance
- Healthy Communities

## 5pm / Adjourn

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Compuware  
2nd Floor Cafe

## 5:30pm / Working Group Presentations and Discussion

## 6:30-7:30pm / Reception

Sponsored by Rock Ventures & Opportunity Detroit

You have to turn everything upside down to get it right side up.  
- Mark Goldman

FRIDAY, APRIL 12, 2013

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Compuware  
2nd Floor Cafe

### 8am / "Heart of the Community" Breakfast Workshop

Sponsored by Southwest Airlines

### 8:15am / Welcome and Introduction

Marilee McInnis, *Senior Manager, Southwest Airlines*

### 8:20am / New Placemaking Research Directions

Aaron Naparstek and Susan Silberberg, *Department of Urban Studies and Planning, MIT*

### 8:35am / The Imperative of Place: Soul of the Community and Beyond

Dr. Katherine Loflin, *Principal, Loflin Consulting Solutions*

### 8:55am / Placemaking Research Workshop

Natalia Radywyl and Philip Winn, *Project for Public Spaces*

### 9:45am / Adjourn

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Various Locations

### 10am / Working Groups: Launching a Placemaking Campaign\*

\*See Working Groups Section for Detailed Agendas and Locations

### 11:45pm / Lunch

### 12:15pm / Adjourn

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Westin Hotel  
Founders Room A and B

### 12:30pm / Working Group Presentations & Closing Discussion

### 2:30pm / Adjourn

### 2:45pm / Bus to DTW Airport (RESERVATION REQUIRED)\*

\*B.C.M Enterprise Limousine Service: (313) 304-8571 - seats are limited.

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M@dison Building, 1555 Broadway St at Grand Circus Park

### 3:30–5pm / Happy Hour, and More at the M@dison Building

The M@dison Building, dating from 1917, was converted in 2011 by Dan Gilbert's Rock Ventures into an entrepreneurial hub of creative and technology companies committed to "WEBward" Avenue. Its roof terrace overlooks Comerica Park (home of the Detroit Tigers) and Grand Circus Park. The M@dison is a 10 minute walk from the hotel and a regular "Quicken" shuttle will run from the hotel on a continuous circuit to the Westin during the event.

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Museum of Contemporary Art Detroit (MOCAD)  
4454 Woodward Avenue, Midtown Detroit\*

### 5:30–7pm / The Art of Neighborhood Innovation (Optional Workshop)

As part of Art X Detroit, a special conversation with local Placemakers who are transforming their neighborhoods through creative art & design projects.

\*Transportation: MOCAD is about a 10 minute car/taxi ride from the Westin Hotel.

For other Art X Detroit events taking place concurrently in the neighborhood on Friday evening, see: [www.artxdetroit.com/2013-art-x-detroit/schedule/](http://www.artxdetroit.com/2013-art-x-detroit/schedule/)

## SATURDAY, APRIL 13, 2013

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Meet at Michigan Ave Entrance of the Westin Hotel

### 9am–12pm / Tour #1: Downtown Walking Tour\*

### Tour #2: Eastern Market, The Riverfront & Belle Isle\*

*\*Additional fee and reservation required*

*Hosted by D:Hive, Detroit*

Special thanks to our local partners: **The Detroit Downtown Partnership**  
**D:Hive, Eastern Market, Detroit Riverfront Conservancy, and Belle Isle Conservancy**

## KEY CONTACTS



**Lauren Masseria**

Meeting Manager, PPS  
[lmasseria@pps.org](mailto:lmasseria@pps.org)



**Jeff Peel**

Meeting Coordinator, PPS  
[leadershipcouncil@pps.org](mailto:leadershipcouncil@pps.org)



**Brendan Crain**

Communications Director, PPS  
[bcrain@pps.org](mailto:bcrain@pps.org)

# Working Groups





W. Adams Street

Madison Street

Grand Circus Park

M@dison Building

Broadway Street

Woodward Avenue

Clifford Street

Grand River Avenue

Washington Boulevard

Capitol Park

Gratiot Avenue

Monroe Street

Compuware

Westin Hotel

Michigan Avenue

Campus Martius

Griswold Street

Shelby Street

W. Fort Street

W. Congress Street

Cass Avenue

Washington Boulevard

# Working Groups

## BUILDING COMMUNITY THROUGH TRANSPORTATION

Hard Rock Café: 45 Monroe St

## CREATING MULTI-USE PUBLIC DESTINATIONS

City Loft: 1261 Woodward Ave

## ENTREPRENEURIAL PLACES

D:hive: 1253 Woodward Avenue

## PLACE CAPITAL

Drive: 1441 Woodward Ave

## ARCHITECTURE OF PLACE

Red Grape: 1201 Woodward Ave

## HEALTHY COMMUNITIES

Studio Couture: 1433 Woodward Ave

## PLACE GOVERNANCE

Compuware Atrium, Gallery B: 1 Campus Martius



Lost or confused? Go to the meeting information  
desk inside the Compuware atrium  
(Thursday: 12:30-6:30pm Friday: 8am-12:30pm)



# Building Community through Transportation

LEVERAGING  
TRANSPORTATION  
INVESTMENTS TO  
BUILD STRONGER  
COMMUNITIES

*If you want people to behave like they're in a  
village, then build a village.*  
- Hans Monderman



# Agenda

## THURSDAY, APRIL 11

### 2pm

Tour of Downtown enroute from Westin to the Working Group Space

PPS Staff will point out specific issues and places that can be used to launch discussion.

### 2:30pm

Welcome and Introductions

Presentations: Setting the Context

Facilitated Discussion

- What are our challenges in advancing our agenda?
- What existing examples can inspire more change (best practices)?
- What are the key opportunities to advance our agenda?

Prepare Report Back Presentation

- Two biggest challenges
- Two best practices
- Two key opportunities to advance the agenda

### 5pm / Adjourn

## FRIDAY, APRIL 12

### 10am

Facilitated Discussion

- Messages that can change how people think (communications)
- Defining the role of the Leadership Council
- Making personal and organizational commitments to action

Prepare Report Back Presentation

- Three key messages
- Three key roles
- Examples of commitments to action

### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Gary Toth**

Senior Director,  
Transportation, PPS



**Cynthia Nikitin**

Vice President, PPS



**David Nelson**

Transportation Associate, PPS

# Discussion

Since the early part of the 20th Century, professional planners, designers, and engineers have gotten into the habit of looking at and shaping cities through the lens of single goals or professional disciplines. Individual elements, such as streets, parks, office parks, or schools are no longer thought of in integrated ways to maximize the value of the community as a whole. Nowhere has this specialization and single-mindedness of planning become more evident than in the transportation field.

In the meantime, the American public transportation system went from being the best in the world in 1900 to being overtaken by many European countries by the mid 20th Century. By the 1950s, when massive public investment starting flowing into highways, most of the nation's transit systems were privately, not publicly owned, and therefore planned independently from communities. Although government interest in funding transit has re-emerged (first at the federal level in the 1960s, and later at the community/city level in the 80s and 90s) planning for transit still remained separate from community building processes.

Increasingly, both community groups and the transportation industry are recognizing the failure of this system. This has given rise to the concept of community based transportation planning. In short, community based transportation planning acknowledges that you can't build a great community or solve nagging societal problems by planning and designing your transportation, land use, public facilities (e.g. schools), recreation and other elements each in a vacuum.





# Creating Multi-Use Public Destinations

What attracts people most, it  
would appear, is other people.  
- William H. Whyte



# Agenda

## THURSDAY, APRIL 11

### 2pm

Tour of Downtown enroute from Westin to the Working Group Space

PPS Staff will point out specific issues and places that can be used to launch discussion.

### 2:30pm

Welcome and Introductions

PPS Presentation: What is a Multi-Use Destination?

Facilitated Discussion

- How would you define or name this multi-use destination/experience and what important outcomes will pursuing this agenda produce for cities?
- What are the challenges to advancing this agenda?
- What are other examples of multi-use destinations that can inspire change?
- What are the key opportunities to advance our agenda?

Prepare Report Back Presentation

- Two names or short definitions; two important outcomes
- Two biggest challenges
- Two best practices
- Two key opportunities to advance the agenda

### 5pm / Adjourn

## FRIDAY, APRIL 12

### 10am

Facilitated Discussion

- Messages that can change how people think (communications)
- Defining the role of the Leadership Council
- Making personal and organizational commitments to action

Prepare Report Back Presentation

- Three key messages
- Three key roles
- Examples of commitments to action

### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Fred Kent**  
President, PPS



**Meg Walker**  
Vice President, PPS

# Discussion

We know from experience that what we call “multi-use destinations” (for lack of a better term) are what make cities truly great. Whether Piazza Navona in Rome, Balboa Park in San Diego or Granville Island in Vancouver, these places are more than what we have come to know as a square, a park or a plaza. They are multi-dimensional destinations that offer a variety of experiences for a variety of people. They create strong economic synergy. And the best are self-managed and self-programmed. They delight or challenge all of our senses, going beyond purely visual gratification, taking us out of ourselves to connect us to a physical place that reverberates beyond its boundaries and to a larger human community as well. We will look briefly at how Campus Martius compares to the best multi-use destinations in an effort to define this concept and communicate it to a wide audience.

## KEY QUESTIONS

- How would you define or name this multi-use destination/experience and do you think pursuing this agenda will produce important outcomes for cities?
- What are the challenges to advancing this agenda?
- What are some other great examples of “multi-use destinations” that can inspire change?
- What are the key opportunities to advance this agenda?



# Entrepreneurial Places

MARKETS, MAIN STREETS,  
AND BEYOND

If you want to seed a place with  
activity, put out food.

- William H. Whyte



# Agenda

## THURSDAY, APRIL 11

### 2pm

Tour of Downtown enroute from Westin to the Working Group Space

PPS Staff will point out specific issues and places that can be used to launch discussion.

### 2:30pm

Welcome and Introductions

Presentations: Setting the Context

Facilitated Discussion

- What are our challenges in advancing our entrepreneurial places?
- What existing examples can inspire more change (best practices)?
- What are the key opportunities to advance our agenda?

Prepare Report Back Presentation

- Two biggest challenges
- Two best practices
- Two key opportunities to advance the agenda

### 5pm / Adjourn

## FRIDAY, APRIL 12

### 10am

Facilitated Discussion

- Messages that can change how people think (communications)
- Defining the role of the Leadership Council
- Making personal and organizational commitments to action

Prepare Report Back Presentation

- Three key messages
- Three key roles
- Examples of commitments to action

### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Steve Davies**

Senior Vice President, PPS



**Kelly Verel**

Senior Associate, PPS

# Discussion

In the second half of the 20th Century, the economic focus of our communities shifted from “Mom and Pop” stores on Main Street to a Walmart off of a highway exit. This has resulted not only in the physical decline of our downtowns and disinvestment in our neighborhoods, but a loss of local entrepreneurial opportunities as well. We may have more shopping options, but are they the options we want? The growth of virtual and tangible marketplaces, from Etsy.com to farmers markets and pop-up retail, shows us that a vibrant, alternative economy already exists.

In order to have a stronger impact, one that can challenge the status quo, these entrepreneurs need access to the kinds of great, human-scaled places that foster opportunity—and those places, many deteriorated and vacant after decades of neglect, need them. By connecting local entrepreneurs with opportunities to help revive our communities’ shared places, from parks and parking lots to downtown corridors, we can rebuild strong local economies.

## KEY QUESTIONS

- How can we better link our local places and economies?
- How do we convince local governments and developers to invest in local entrepreneurs rather than global brands and chain stores?
- Public markets, which have always been the best example of how strongly connected economic activity and place can be, are the original community gathering spaces. How and what can the new, local entrepreneurs learn from markets as they create their own places?
- What strategies can a neighborhood use to protect itself from over-success, i.e. increased rents and pressure from global chains?



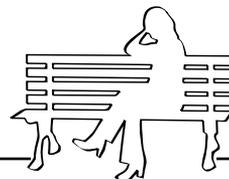


# Place Capital

## CAPTURING THE BENEFITS OF PLACEMAKING

*Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.*

- Jane Jacobs



# Agenda

## THURSDAY, APRIL 11

### 2pm

Tour of Downtown enroute from Westin to the Working Group Space

PPS Staff will point out specific issues and places that can be used to launch discussion.

### 2:30pm

Welcome and Introductions

Presentations: Setting the Context

Facilitated Discussion

- How do you define Place Capital?
- What is its significance to your work?
- Where do you see it in operation in big and little ways in your place?
- How do you discover the places where Place Capital is generated in your community?

Prepare Report Back Presentation

- Two biggest challenges
- Two best practices
- Two key opportunities to advance the agenda

### 5pm / Adjourn

## FRIDAY, APRIL 12

### 10am

Facilitated Discussion

- Messages that can change how people think (communications)
- Defining the role of the Leadership Council
- Making personal and organizational commitments to action

Prepare Report Back Presentation

- Three key messages
- Three key roles
- Examples of commitments to action

### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Elena Madison**  
Vice President, PPS



**Dr. Katherine Loflin**  
President, Loflin  
Consulting Solutions

# Discussion

Place Capital can be defined in many ways. Ultimately, Place Capital is the manifestation of our placemaking work. It is the shared wealth (human, social, cultural, civic, etc.) that great places generate spontaneously, or that builds up in successful placemaking efforts. The best public spaces, both in our communities and around the world, can leverage Place Capital by creating lasting attachment, supporting economic and cultural resilience, fostering openness and innovation. Where Place Capital is strong people gladly contribute to the public realm, often changing their behavior in ways that ultimately support the value the place gives to others.

Often, we look to the “usual suspects” as the sources of Place Capital: main streets, downtowns, major parks, urban squares, paths/trails, etc. and they are a critical source. But we must not overlook the “unusual suspects”, the unintended places that occur spontaneously, sometimes as the result of a temporary change or a “lighter, cheaper, quicker” experiment.

Today, people, especially young talent, are seeking communities and cities with Place Capital, where they can in turn contribute to creating sustainable and economically thriving places. Yet we are still learning about Place Capital, the ways to build it and the resources it creates. We must continue this path of discovery to better understand, measure, and cultivate Place Capital as attention increasingly focuses on placemaking.



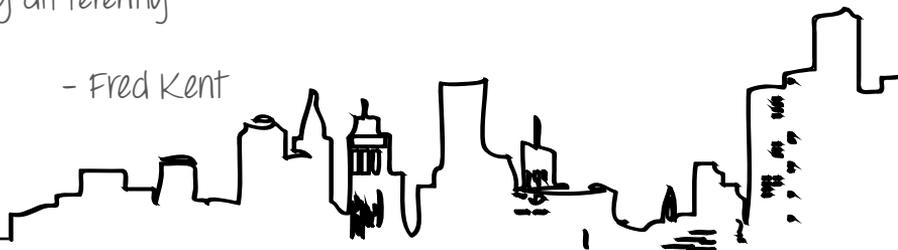


# Architecture of Place

TAKING DESIGN PRACTICE  
TO THE NEXT LEVEL TO  
SUPPORT BETTER PLACES

*When you focus on place,  
you do everything differently*

- Fred Kent



# Agenda

## THURSDAY, APRIL 11

### 2pm

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### 2:30pm

Welcome and Introductions

Presentations: Setting the Context

Facilitated Discussion

- What are our challenges in advancing our agenda?
- What existing examples can inspire more change (best practices)?
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Prepare Report Back Presentation

- Two biggest challenges
- Two best practices
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### 5pm / Adjourn

## FRIDAY, APRIL 12

### 10:00am

Facilitated Discussion

- Messages that can change how people think (communications)
- Defining the role of the Leadership Council
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Prepare Report Back Presentation

- Three key messages
- Three key roles
- Examples of commitments to action

### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Kathy Madden**

Senior Vice President, PPS



**Casey Wang**

Associate, PPS



**Philip Winn**

Senior Associate, PPS

# Discussion

In his humorous exhibit “The Blank Wall” at the Urban Center in New York City in 1983 and in his books, articles and underlying research, William H. Whyte clearly demonstrated the negative impact of blank building facades on urban life.

Christopher Alexander (Pattern Language), Jane Jacobs (Death and Life of Great American Cities) and others have written extensively about the importance of interactive storefronts and ground floor uses to the social and economic health of a street. However, buildings all over the world, including many public institutions, are still being built with blank ground floor facades.

At the same time, and somewhat under the radar screen of the development and design communities, is a series of innovative efforts that are redefining the nature and function of individual institutions within cities. But these efforts have yet to have a major impact on the way public institutions are designed. For example libraries, schools, post offices and museums are being conceived as very different places than they were in the past. Many of them have cafes, gift shops, training facilities and computer centers all of which have the potential to bring diverse clientele, new income streams and other benefits to both the institution and to the city. The problem is that these uses require much better ground floor access and exposure to the street. In the future, public institutions can become real destinations and places within cities if a new architecture of place is developed.

## KEY QUESTIONS

- Why are buildings with blank walls, especially public institutions, still being built today?
- What steps need to occur for designers and developers to conceive and design buildings that allow for increased ground floor uses that connect with and enhance activity on the street?
- What can stakeholders and clients do to have a greater impact on the way that buildings are designed?
- What kind of research or evidence needs to be collected so that an architecture of place can have a positive impact on cities?



# Healthy Communities

## USING PLACEMAKING TO ADDRESS TODAY'S HEALTH CHALLENGES

The kind of environment you create for yourself makes a real and tangible difference in your level of happiness, health, and satisfaction.

- Malcolm Gladwell



# Agenda

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Welcome and Introductions

Presentations: Setting the Context

Facilitated Discussion

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Prepare Report Back Presentation

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### 5pm / Adjourn

## FRIDAY, APRIL 12

### 10am

Facilitated Discussion

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Prepare Report Back Presentation

- Three key messages
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### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Kate Rube**

Transportation Program Manager, PPS



**Mark Plotz**

Senior Associate / Program Director National Center for Bicycling & Walking, PPS

# Discussion

The United States is suffering from an inactivity epidemic, leading to the increasing prevalence of a host of chronic diseases, from Type 2 diabetes to heart disease. More than two-thirds of adults are considered overweight or obese, while one-third of children and adolescents, or 23 million kids and teenagers, qualify as overweight or obese.

A strong evidence base now proves that the way we have designed our communities, streets, and places—encouraging driving over walking or biking, passive play over active recreation, and ready access to unhealthy foods—has contributed to these troubling trends. Public health challenges in low-resource and low-income communities are often compounded by the presence of wide, fast roads that worsen air quality, endanger those who must cross them, and limit social connections. In order to foster healthier people, we need to have communities and places that encourage and facilitate healthy lifestyles.

In recent years, a growing Healthy Communities movement has helped to direct resources to this effort and to train public health professionals and organizations in how to participate in healthy community design. Given the synergies between the goals of Healthy Communities and Placemaking, we have an important opportunity to build on initial successes and to ensure that each of our disciplines is doing more to create vibrant, healthy communities and places.

## KEY QUESTIONS

- What are the models for strategies that create both great health and Placemaking outcomes in a place or community?
- What resources, research, or other support is needed to have these strategies replicated in more places throughout the U.S.?
- Who are the key players in the public health world that should be engaged in helping to create healthy, vibrant communities and places? What would motivate them to get involved in this work?
- Are there common mistakes that health advocates and practitioners make when trying to foster healthy communities goals and how could those be remedied?

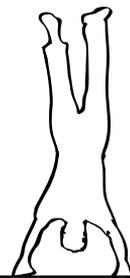


# Place Governance

## RESTRUCTURING GOVERNMENT & CIVIC ENGAGEMENT AROUND PLACEMAKING

Leaders [Zealous Nuts] are visionaries with a poorly developed sense of fear and no concept of the odds against them... They make the impossible happen

- Dr. Robert Jarvik



# Agenda

## THURSDAY, APRIL 11

### 2pm

Tour of Downtown enroute from Westin to the Working Group Space

PPS Staff will point out specific issues and places that can be used to launch discussion.

### 2:30pm

Welcome and Introductions

Presentations: Setting the Context

Facilitated Discussion

- What are our challenges in advancing our agenda?
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Prepare Report Back Presentation

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Facilitated Discussion

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Prepare Report Back Presentation

- Three key messages
- Three key roles
- Examples of commitments to action

### 11:45am / Lunch

### 12:15pm / Adjourn

## FACILITATORS



**Ethan Kent**

Vice President, PPS



**Natalia Radywyl**

Fellow, PPS

# Discussion

If the ultimate goal of governance is to make communities more prosperous, civilized, and attractive for all people, then government processes need to change to reflect that goal. The challenge is to include rather than to exclude, to share responsibility, and to encourage new modes of integration and regulation based on the public good—not private interests.

Unfortunately, the fractured, siloed structure of contemporary government, with its myriad departments and opaque bureaucratic processes, often directly impedes the creation of successful public spaces. Working together on short-term, low-cost improvements can help build bridges between city agencies as well as to citizens, benefiting long-term implementation and maintenance as well. Through the Placemaking process, governments can set places up to self-manage, and even self-govern, by creating a culture of engagement in the community that supports a given space.

## KEY QUESTIONS

- What if government was structured to facilitate the capacity of a community to drive and sustain its own shared value?
- Where in neighborhoods and communities are the likely starting points for Governance of Place conversations?
- How can cultural change be achieved at a government level?
- What kind of model or index could showcase Placemaking outcomes to elected officials and community leaders?