

PARMBRS WARREST

TAP GET

TWINSVILLE

Take any portion of this 10 mile journey through downtown Minneapolis to experience the history, culture and energy that is the City. Become an integral part of this privately led initiative that makes the downtown area one of the truly great walkable cities in the world. Experience world-class design in the public realm and exciting events and activities; all operated, maintained and programmed to a standard of excellence. Join the 265,000+ people who already work, reside, or play in downtown as they expand their experience by walking through their City.

Welcome to Walking Minneapolis.

# SECTION 1

### Page #

3...... *What is it?* 

4...... The way things are; The way things can be; How we can make this happen; Where we stand now

7...... What we must do – the principles

8..... *Improve* 

And enhance deteriorating public realm

Security

Image/overcome negative Supplement public budget

Healthier lifestyles

9..... <u>Leadership</u>

Form an entity – Led by the Private Sector

Quality, long term management and leadership

Capture and engage enthusiasm and input from all interested parties

The public realm as a priority

10..... *Identity* 

Branding/Creating 'the place to be'

Way-finding

Celebrating cultural, historical and entertainment aspects of the City

Creating a familiar path

Maintaining the project identity

11..... Resources

Existing population in downtown – already here on foot

Funding: Income generation (planning, initial implementation, and the future)

14..... Standards

Excellence

Concern of the environment/sustainability

Transforms downtown

Panhandling/Homeless/Crime

Street Performers

Participation process for community groups (now and in the future)

Designed for multi-purpose activities

15..... *Control* 

Bicycle/pedestrian conflict

Special Services Districts

Park Board/City /County relationship (now and in the future)

16..... Efficiencies

Unions (public)

Existing statutes (procurement/unions/panhandling/control in the public right of way)

Primarily private funding

Review approval process (now and in future)

17..... <u>Implementation – Next Steps</u>

Board of Directors

Organizational Committee - Start up, Legal & Financing

Physical Committee – Design & Construction

Operational Committee - Management, Maintenance & Programming

Magical Committee - Image & Promotion

Public Sector Advisory

Neighborhood Advisory

Venue Advisory

Budget - Step II, Planning

Budget - Step III, Implementation

SECTION 2

Appendix: Articles; Existing activities in the downtown area

Page 2 8/15/2006

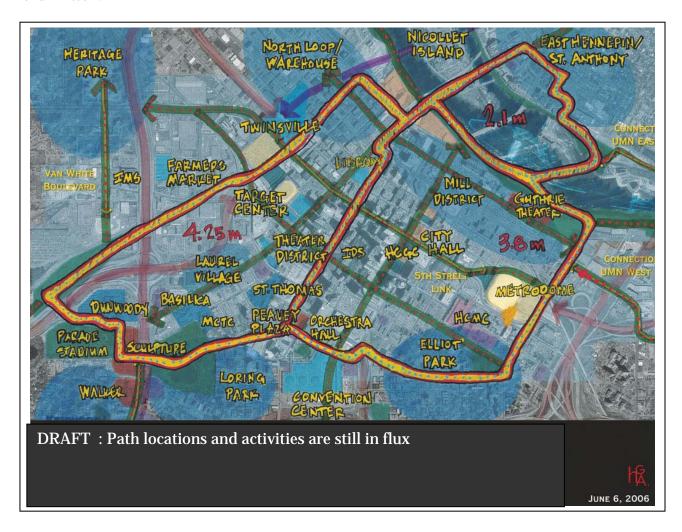
### WHAT IS IT?

Every city struggles with the tension between the quality of the public realm and its ability to support expectations. Minneapolis is no different. Although residents enjoy a high level of amenity and service, the public dollars available to support these services has declined in recent years. In addition, the infrastructure and public safety systems are consuming a greater percentage of the total available money. Despite this condition, the public expects a high quality environment in which to live, work and recreate. The private sector competes with other communities for labor and determines the location of its growth in large part on the ability to attract a trained workforce, who are in turn attracted to a community with substantial public and private offerings; theater, parks, music, cultural diversity, recreation opportunities, etc. Minneapolis has enjoyed a high quality of life but the condition of its infrastructure and recreational opportunities is worsening.

- ☑ Walking Minneapolis is the private sector's determination that Minneapolis will be a world-class City into the future.
- ☑ Walking Minneapolis is a way to connect important places with equally important experiences of discovery along the way.
- ☑ Walking Minneapolis is a way to celebrate the City's historical and cultural amenities.
- ☑ Walking Minneapolis is designed to make the city more livable to residents, and more attractive to employers, employees and visitors alike.
- ☑ Walking Minneapolis is an international model of healthy social and physical engagement.
- ☑ Walking Minneapolis is a long-term solution that has cooperative relationships with the public sector but is not subject to the short term funding and leadership cycles of the public sector.
- ☑ Walking Minneapolis is engagement of existing stakeholders in the vibrancy and quality of life of their City.
- ☑ Walking Minneapolis is a sustainable, cleaner, safer, better, more active, more vibrant, more connected, downtown.
- ☑ Walking Minneapolis is a connected series of walking paths and places that will extend throughout downtown, enhancing the urban landscape by offering a pedestrian experience that is unique in the world.

Page 3 8/15/2006

While numerous cities feature pedestrian zones and pathways, Walking Minneapolis doesn't just accommodate pedestrians, it rewards them: with dedicated pathways, public spaces, amenities ranging from coffee kiosks, dog parks to performance venues and plazas, and much more. It is an exclusively pedestrian-focused network that is designed to make downtown a more attractive, livable, functional place by elevating the experience of walking from a means to an end – to an end in itself.



# THE WAY THINGS ARE

265,000 + Pedestrians are already in Downtown Minneapolis on a daily basis. Downtown Minneapolis is home to a rapidly expanding population of more than 30,000 residents. An additional 160,000 people work downtown, and 75,000 people visit the city center for a variety of reasons on an average weekday.



Although all City sidewalks are 'walkable', pedestrians walk the streets of a city that was not designed to accommodate their needs as engaged pedestrians. Downtown Minneapolis has not emphasized street level pedestrian corridors, and it lacks integrated and complete way-finding information for those who travel on foot. Existing public green space is deficient in providing pleasant and functional outdoor attractions for residents and visitors. And, the often praised skyway system which connects in excess of 30 blocks in the core has created alternate routes for

Page 4 8/15/2006

those familiar with the skyway system (i.e., the downtown workforce and resident populations) without an emphasis on connecting the skyway system to the street. In the late 1990s, Minneapolis received the 'James Brady Award' for accessibility – an acknowledgement that, unlike many other densely populated Cities, Minneapolis is accessible to people with disabilities – an advantage that has not been leveraged into any plans for pedestrian movement.

Meanwhile, traffic grows worse, Minneapolitans grow heavier and more sedentary, disrepair continues and new construction proceeds with little concern for the pedestrian experience in between these new structures. The problem isn't unique to the Twin Cities. It exists in virtually every urban area in the United States of America.

# THE WAY THINGS CAN BE

By nurturing pedestrian traffic throughout downtown, Walking Minneapolis will spur additional economic development, both private and public. In an era of increasing obesity and rising health care costs, the project will also provide people a powerful impetus to engage in healthful physical activity. Moreover, it will raise the city's profile as a progressive, forward-thinking urban environment. No city has, as of yet, dedicated itself to the joys of pedestrian travel. Minneapolis can be the first in the Country.

What makes Walking Minneapolis so innovative is its interest in pedestrians, and its primary focus on the journey, rather than the destination. Thus it seeks to enhance the experience of walking – how to make it more engaging and rewarding, more efficient, more comfortable, more integral to the fabric of life in downtown Minneapolis.

Among the project's features: clear way-finding signage and other elements that guide pedestrians, inform them of key destinations, and preserve and enhance their sense of place downtown and within the walking system itself; and elements that commemorate historical

Minneapolis along the path, describing some aspect of the past and relating it to the present day and possible future, drawing pedestrians to journey out and discover the City.

Aesthetic features will include shaded areas for rest, such as parks, plazas and fountains. Kiosks and retail functions will provide shelter, refreshment and entertainment. Upgraded building and street materials, specialized landscaping, public art, dedicated lighting and other capital improvements will elevate the corridors above the regular sidewalks and boulevards, making the journey more enjoyable. Increased pedestrian population, available activities, optimal lighting as well as police call boxes and other security measures will also enhance security, making the system attractive even during off-hours.

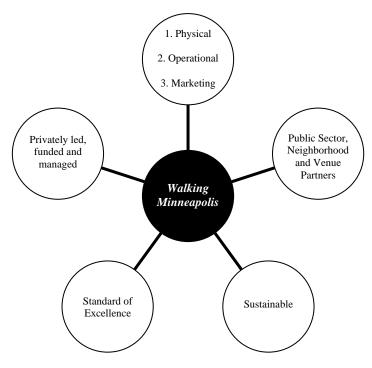
Page 5 8/15/2006

Programmed spaces will be critical to the journey. Leveraging the private sector to open businesses along the walking path will create additional reasons for the pedestrian to journey out. But, as important will be the programmed uses of the public spaces: artists and farmers markets, festivals, events, community forums and the like will create an atmosphere that encourages people to engage with each other and take an ownership in the City.

The city and its businesses should emphasize the long-term economic value of an aesthetically pleasing and active environment and the resulting advantages of increased property values, desirability of attracting new employees/residents to the city, of reduced employee turnover and other benefits.

# HOW WE CAN MAKE THIS HAPPEN

Walking Minneapolis is a private-public partnership that commits 100% of its energy and resources to the creation, programming, marketing, operation and replacement of the amenities that make up a successful walking environment. The scope of this effort will include the planning of a series of walking experiences, the designation of specific routes where primary walking paths will occur, as well as the creation of a non-profit privately-funded organization that will take



responsibility for the funding, programming, marketing, operation, maintenance, repair and management of these amenities.

A dramatic leap forward in making the City's center a more attractive, vibrant environment, Walking Minneapolis will address the needs of all urban stakeholders – and, consequently, deserves support from them.



The private sector will profit from the project's impact on their employees and visitors, as well as from the increased brand recognition and consumer good that results from their involvement in this endeavor, both as underwriters and sponsors. The public and private sector alike stand to gain from this investment in the health of the populace. The City and its businesses will reap rewards from the long-term economic value of an aesthetically pleasing environment and the consequent advantages of increased property values, desirability of attracting new

employees/residents to the city, reduced employee turnover, engagement of civic leadership and other benefits.

The positive impact of Walking Minneapolis will also be felt on the individual level – and not just by pedestrians. Workers, residents, and visitors alike will experience a profound realization that Minneapolis is a remarkable place: a great community led by individuals who understand that the essence of being urban is the ability to walk through beautiful spaces that are animated with the hum of human activity.

Page 6 8/15/2006

# WHERE WE STAND NOW

Though still in the initial planning stages, Walking Minneapolis has attracted intense interest from all quarters. The public, private and and not-for-profit sectors, have signaled their willingness to participate.

Providing an unprecedented opportunity to improve the quality of life in Minneapolis while further differentiating the city from all others, Walking Minneapolis is clearly an idea whose time has come.

# WHAT WE MUST DO

In order to achieve a sustainable higher standard for the public realm, Walking Minneapolis must:

- *Improve* upon the current methods of maintaining, repairing, marketing and managing the downtown environment.
- Be led by an entity created solely for this purpose with *leadership* engaged in activities connected to, and concerned for, the downtown core. The entity must be self-sufficient through private revenue generation and not reliant upon any one source of income.
- Be viewed as a 'whole' rather than a series of disconnected activities and elements, thus, requiring an overall *identity* with a coordinated physical plan, clearly identifiable paths and public spaces, programmatic plan, and marketing and communications plans.
- Engage and integrate the <u>resources</u> (funding, efforts and knowledge) of the public, private, philanthropic and neighborhood sectors.
- Have unwillingness to accept anything but the highest of standards with respect to design, marketing, programming, use and maintenance.
- Be charged with **control** of all aspects of the public space design, program, marketing and management within publicly pre-established parameters.
- Gain <u>efficiencies</u> through expedited procurement, contracting, labor utilization, planning of spaces, marketing and communications, and programming of events and activities

Page 7 8/15/2006

**Physical** 

Operational Marketing

# *Improve*

# **✓** Improve and enhance deteriorating public realm

The Walking Minneapolis Plan will create a diversified structure of finance and management that will maintain the quality of the Walking Minneapolis public realm for the long term. The Perfect Storm: Public safety, schools, health care, the aging and expansion of public infrastructure have each caused an exponential increase in demand for public dollars at the same time that public resources are shrinking due to reduced Local Government Aid, and other factors. Couple this with an inherent disconnect between the need to institute long-range management and maintenance plans and budgets in an environment with constantly changing demands and leadership, and public infrastructure has suffered. Many areas of the City and region are in disrepair without the source of funds or priority of need to have any chance of serious attention. In downtown Minneapolis, this is evidenced in the disrepair of the Loring Greenway/ Peavey Plaza /Berger Fountain corridor. The Greenway was built in 1979 and has had very limited attention and repair since. The Peavey Plaza and Berger Fountain were donated to the City and Park Board, respectively, and have fallen into disrepair with limited attention. These three elements were grouped together by a citizen group led by Ray Harris and brought to a higher priority with the leadership of Councilmember Goodman and Mayor Rybak. And, the first phase Greenway area will now be repaired earlier than the original tentative timing of 2011. This is not a unique example of the problem: finding funds to build a project or a willingness to accept a donation without a plan to maintain the elements for the long term. Several Special Service Districts were established to address this issue and many already exist in downtown Minneapolis.

# **✓** Improve security

The Walking Minneapolis Plan will bring people to the streets and will make them feel comfortable through attention to spaces, programming and oversight. The downtown core has experienced an increase in both petty and violent crime in recent years. Jane Jacobs positioned in her book "The Death and Life of Great American Cities" that safety on the streets is found in



numbers of people being there and turning the eyes from within the buildings to the street. If pedestrians don't feel comfortable or welcome, they will not be there in numbers and the level of concern for safety, both real and perceived will increase. Creating a space that is well designed, well cared for, active with programmed events and activities, complete with gathering spaces, and managed with a strict code of notolerance for property destruction or crime (petty or otherwise) will return people to the sidewalks and will create a vibrant place to be, within which companies will locate, visitors will attend and residents will feel comfortable in their 'neighborhood' – and, the element that damages property, performs criminal acts or simply causes a level of discomfort amongst people will, in turn, be deterred and increasingly more uncomfortable. They will discontinue and disband or move.

# **✓** Improve image/overcome negative

The Walking Minneapolis Plan will first build excitement about changes through a comprehensive, broadly endorsed, vision for the public realm which will in turn be the guide to renovate the public realm; the renovation will create excitement; the excitement will simultaneously bring activities/vendors and people back; bringing people and unique commerce to the public realm will bring businesses and residents and events to the core. And a sustainable, well-rounded and vibrant City will be experienced by generations to come. Crime in downtown has increased causing a sense of fear and unwelcoming in the core. At the same time, deterioration of the infrastructure has led to a visible sense that the area is not cared for and is not meant as a place to be for pedestrians. The City of Minneapolis needs a comprehensive approach to renovating the physical spaces and psychological image of the core in order to make the public realm an attraction to people in the area.

# **✓** Supplement public budget

The Walking Minneapolis Plan will use additional sources of funding to support the added level of infrastructure improvements and activities taking place, while the public sector will still be providing its baseline services and targeting other infusions where appropriate. As public resources are reduced and

Page 8 8/15/2006

or reallocated based on changing demands and priorities, it is imperative to find additional, predictable and sustainable sources of funds to not only maintain but sustain the increased pedestrian experience in downtown.

# **✓** Healthier <u>lifestyles</u> (reduce obesity, prevent heart attacks, etc.)

The Walking Minneapolis plan will extend to the downtown core those outdoor activities that increase quality of life and physical activities as already enjoyed through-out the famous Grand Rounds park system. Minneapolitans, although typically more healthy than other Americans, have become increasingly obese, suffering the diseases associated with lack of exercise. Numerous magazines have identified Minneapolis as one of the healthiest and most athletic cities in the country due in large part to Minneapolitans enjoying a better than average public park system which provides substantial opportunity to spend time outdoors. However, coupled with the harsh winters and the lack of sufficient public green space, the downtown core area is deficient in providing pleasant and functional outdoor attractions for residents and visitors to use.

# Leadership

# ✓ Form an Entity – Led by the Private Sector for the Public's benefit

Walking Minneapolis will be successful because an entity is created with the sole-purpose of focusing only on priorities for, and demands related to, the betterment of this public realm. Just as it rallied to build world-renowned cultural institutions, the Private Sector will lead the public realm changes that will mark Minneapolis as a world-class City. To begin with, an entity must be formed for which the sole purpose is the creation, operation and management of the public realm known as Walking Minneapolis. This entity will be charged with planning, funding, implementing, managing, maintaining, marketing, securing, coordinating and advocating for new improvements and activities in the public realm. The strength of this organizational structure lies in the private sector's ability to move quickly and decisively to capture opportunities, raise funds and develop cost-effective implementation and maintenance processes. Minneapolis has been lauded for its recent, massive, private sector commitment to securing for generations to come the best of cultural institutions – the new Guthrie and Minneapolis Public Library, and the expanded Walker Art Center, Minneapolis Institute of Arts and Children's Theater. It is time to leverage this civic enthusiasm and focus on the critical experience in between - the journey, the spaces that provide relief between structures and comfort in arriving at these phenomenal institutions.

# **✓** Quality, long-term management and leadership

Walking Minneapolis will be a primary civic effort to which visible, deeply respected regional leaders will contribute their time and expertise that in turn will attract and require only the highest caliber of professional talent to manage its activities. Just as identifying stable, long term funding is critical to sustaining this plan, putting in place highly professional and respected management to continue the vision is absolutely necessary. In addition, a succession process must be in place to ensure consistent, uncompromising leadership and management transitions.

# ✓ Capture and engage enthusiasm and input from all interested parties

The Walking Minneapolis plan will identify ways to strategically deploy varied stakeholder expertise and resources to maximize results and sense of ownership in the City. Strong leadership is needed to engage a variety of stakeholders in the planning, implementation and on-going use of Walking Minneapolis. Without exception, people who become aware of the Walking Minneapolis plan want to be involved.



# **✓** The Public Realm as a Priority

The Walking Minneapolis effort will be the champion for the long term vibrancy and sustainability of the public realm, just as other important community issues have champions focused on their long term success. Obviously, addressing other issues will have a great impact on the quality of life in the City –

Page 9 8/15/2006

homelessness, employment opportunities, education, social justice, to name a few. However the importance of these issues and the quality of the public realm are not mutually exclusive.

# Identity

# **✓** Branding/Creating 'The Place To Be'

<u>The Walking Minneapolis plan mustl immediately tell pedestrians that they are welcome and expected to be part of the activity at the street level.</u> Developing a distinct and immediate identity for the Walking Minneapolis plan is critical for making pedestrians know that they can and should be 'there'. Inherent in feeling like a part of something is feeling confident/comfortable about being present. An excellent example of good branding 'making the place' is 'Eat Street' on North Nicollet Avenue which by its very name immediately makes a restaurant patron know that they are not only welcome but expected.

# **✓** Way Finding

By outlining directions, other key destinations, and important place markers and facts along the journey, way-finding will make Walking Minneapolis the 'place to be' and to come back to again and again. Signage is an after thought in the Minneapolis public realm, and an integrated method for not only helping people to find their way to multiple destinations but also understand and anion the inverse is



find their way to multiple destinations but also understand and enjoy the journey is completely absent. Eliminating outdated signs that create a chaotic message and establishing a coordinated way-finding and signage program will add to the ease of people being present in the public realm by eliminating confusion. Instead of asking 'Where am I? Am I supposed to be here? Where do I go now?' Way-finding will help pedestrians to know 'I am in the right place, I can get where I need to go by following a defined path, and I will experience all these wonderful things along the way'.

# ✓ Celebrating cultural, historical and entertainment aspects of City

The Walking Minneapolis Plan will create a way for pedestrians to celebrate a variety of destinations by linking them literally and figuratively on a pathway that can become a journey of discovery for visitors, new Minnesotans or rediscovery for long time residents. The Walking Minneapolis Plan "Connects important places", a key element of Mayor Rybak's '2006 State of the City Address'. The Minneapolis core already contains many regional icons of culture, including the Walker Art Center and Sculpture Garden, Guthrie Theater, Orchestra Hall, the new Central Library as well as future centers such as the Shubert Center for Performing Arts. These are in addition to many historical markers of the formation of the region including the Stone Arch Bridge, Mississippi lock and dam, the IDS tower, and many others which are captured in the Mill City Museum, also in the core. Entertainment in the City includes large regional venues such as the Convention Center, Target Center, the Metrodome, the Hennepin Avenue Theaters, and the to-be-built Twins Stadium, but also smaller places such as small-house performance theaters, Parade Stadium, multiple educational campuses, movie theaters, and a multitude of restaurants and bars.

# ✓ Creating a familiar path

The Walking Minneapolis plan will be an enjoyable, intentional pedestrian experience in downtown while still connecting to and allowing the skyway system to serve its intended commuting and provision of services role. The City of Minneapolis' skyway system is known internationally as a leader in alternative method for connecting the business district in a City with climate challenges. It is used most frequently by the business community, and for efficient connection to known destinations, thus making it a valued amenity for downtown properties. However, the skyway system also presents challenges to the downtown core in that it: a) creates a bifurcated pedestrian draw, thus diluting the placement of retail and service businesses; b) spreads traffic counts between two systems and therefore reduces critical mass and vibrancy, creating a feeling of limited safety; c) varies in hours of operation depending on location within the system, but in any case is not open at all hours; d) is not easily-navigable by non-regular users; and e) is an expediting system and is not meant to be an entertaining, delightful experience unto itself. Opportunities to connect to and from the skyway system should be identified. Connecting to key

Page 10 8/15/2006

locations on the skyway system will be part of the walking Minneapolis way-finding and activities plans – the Crystal Court, the convention center, hotels, theaters, etc.

# ✓ Maintaining the project identity

The Walking Minneapolis plan will bring immediate clarity and focus to the improving public realm even as portions of the long term vision have yet to be implemented. Given the size of the Walking Minneapolis plan and the number of parallel activities taking place within the public and private sector, it will be easy for 'scope creep' to occur at each step in the process. It will be important to not dilute the primary paths identified in the planning phase so as to maintain a clear identity, capturing a critical mass of improvement necessary to build visible momentum. As a result, all resources and efforts undertaken will be with an eye towards enhancing the critical mass and will not be scattered and ineffective. Initial planning will need to bring clarity to how phasing of certain elements can be done to achieve a long term goal. Project elements will need to either be staged by location (e.g., develop the streetscape and activities in certain key areas) or layered throughout (e.g., wayfinding and branding done for the entire plan area at the beginning to develop the continuity of vision).

# Resources

# ✓ Existing population in downtown – already here on foot

While the Walking Minneapolis Plan will make downtown welcoming to additional visitors, it is not focused on the potential for new people coming to the core, rather it is focused on engaging the 265,000+ people that are already on foot in downtown Minneapolis on a daily basis, but that are not fully experiencing the area and thus not contributing to its vibrancy. Many times when new development is considered, a broad discussion ensues about the attraction of new traffic counts that will bring new vibrancy to the area. Existing pedestrians should be grouped into a more stable and visible traffic count and thereby viewed as an existing

Pedestrian Group	Avg/Day
Workforce	160,000
Business Visitors	65,000
Residents	30,000
Library	4,000
Target Center	3,165
Hennepin Avenue Theaters	1,686
Convention Events	800
Metrodome	
Colleges (MCTC, Metro State, St. Thomas, Dunwoody)	
Restaurants	
Walker Art Center	
Guthrie	
Religious Institutions	
Hotel Visitors	
Open Book Mill City Museum, Music box Theater, etc.	
TOTAL	264,686+

resource to leverage economic activity to occur in the City. Minneapolis is home to over 30,000 residents (2000 census figure -- does *not* include the substantive increase in residents since) who have need for all of the same services as do those who live in the more traditional residential neighborhoods which surround the urban core. In the coming 15 years, more than 1,000,000 additional people will move to the Minneapolis/St. Paul Metro, many of them will locate in the downtown. In addition, there are over 160,000 employees who work downtown, some 70,000+ visitors to the downtown on an average week day and countless activities that draw people into the downtown area during the evening and weekends. Yet, the downtown area is not designed to accommodate these people as pedestrians.

# **✓** Funding: Income generation (planning, initial implementation, and the future)

Walking Minneapolis will succeed because it: (a) recognizes the equal importance of up front and long term capital needs; and (b) will sustain itself through diversified sources of funds. Other entities exist that can be used as models for how to fund public space improvements and maintenance. In Kansas City, the City of Fountains Foundation exists to implement and oversee an incredible inventory of fountains. The premise of this Foundation is that at least 25% of the original cost of construction of a fountain is placed in an endowment which grows though addition of annual interest earned (less 1%

Page 11 8/15/2006

which is captured for use towards the Foundation's annual operating costs. Following the Kansas City model, A private 501c3 entity (Foundation) should be established for Walking Minneapolis to collect and receive funds from a variety of sources. Funds will be required for capital improvements and operating costs, each of equal importance: initial capital cost (to acquire, construct, renovate) and operations (to maintain, repair, secure, program, coordinate and market). Any contribution received towards capital improvements, regardless of source, must include a contribution to an endowment (to be established by the Walking Minneapolis entity) equal to a minimum of 25% of the construction cost. It is simply not sustainable to build improvements without a plan and funds in place for its long-term care and operations.

In Minneapolis and elsewhere, Special Services Districts (referred to as Business Improvement Districts outside of Minnesota) exist to oversee and maintain the public realm within a defined district utilizing special assessments levied against benefiting properties by the taxing authority. In downtown Minneapolis, Service Districts exist (e.g., Nicollet Mall, Hennepin Avenue) each utilizing different statutes. Currently a Special Services District is being planned to encompass the broader downtown core. As contemplated, the new Services District will manage the labor and procurement processes, management, maintenance and repair services in the downtown core through a non-government entity. This broader Services District would serve to create a platform for Walking Minneapolis to coordinate its efforts for maintenance and management of the public realm without duplicating the need to raise funds for the services within the District.

Initial funds need to be identified to engage the necessary technical expertise required to coordinate, design, and implement the various start-up elements required to ultimately launch Walking Minneapolis.

Many sources of funds exist that will collectively contribute to the success of Walking Minneapolis. These sources target different opportunities – it will be the role of the Walking Minneapolis entity to properly align funding sources with appropriate capital and/or operating needs.

- <u>Solicited</u> Non-Public Sector contributions will be solicited by the 501c 3 entity. Many corporations, foundations and individuals are interested in contributing towards rejuvenating the key economic hub of the region whether to protect their existing investments, reinforce opportunities to support a sustainable environment, seek ways to encourage healthier lifestyles, or contribute to the vibrancy and livability of their community, etc.
- § Special Services Districts that have been or will be created should continue to use the taxing authority to raise funds and care for the areas within their boundaries, but through coordination by the Walking Minneapolis plan, additional economies of scale will bring greater leveraging of dollars and will ensure that services are consistently applied across boundaries of districts, and changes will be made to enable provision of additional services not allowed under current legislation or contemplated y the new downtown Special Services District.
- <u>\$ Public Sector</u> (i.e., City and Park Board public works departments) coordination with Walking Minneapolis will ensure that baseline services by these organizations continue to exist and are enhanced by Walking Minneapolis's efforts. In addition, other funds coordinated or generated by Public Sources should be allocated to the Walking Minneapolis plan to the extent appropriate by their various goals and requirements.
- Revenue Sources generated by Walking Minneapolis marketing the City capturing income through sales of souvenirs, publications, memorabilia, etc., (which generate revenue but also create opportunities to strengthen brand and 'place' identity). Sizable revenue can also be generated through creating and hosting events and programs (the Uptown Artfair is an example of a sizable revenue generator for the Uptown area). Lastly, incentive programs with area businesses can be developed where prospective customers have their usage of the Walking Minneapolis course or attendance at its events monitored, e.g., debit cards that are scanned at different locations, which then entitles them to 'valued customer discounts' at area merchants who in turn contribute to the Walking Minneapolis fund a win-

Page 12 8/15/2006

win program that connects the area merchants to the walking path, benefits the customer/pedestrian and provides an additional source of revenue for the Walking Minneapolis Plan.

**§** Volunteers and In-Kind Contributions are a valuable resource whether it is provision of materials or services. In fact, the pool of under/unutilized expertise in the region is invaluable. A project of this scope and importance will engage this resource pool via the committee and citizen participation processes, and will in turn leverage attitudinal, in-kind and monetary commitments to the City from these people and their expanded network. This is a level of expertise and commitment that couldn't be bought at any price.

Prospective	Planning	Capital	Operations
Resources	Design     Coordination	(Initial)	(on-going)
include:	• Legal	• Construction	Maintenance     Management & Coordination
	• Lobbying	Repair     Materials	Management & Coordination     Marketing
			Programming
<b>Private Sector</b>	Yes!	Yes!	Yes!
Community/	Up front support from		Participation where possible will
Neighborhood	neighborhoods will be important,		continue to reinforce the
	in total dollar amount and the message of support it delivers.		importance of the on-going high- standards
Special	message of support it derivers.		Utilized where they exist to
Services			provide maintenance and security
Districts			services; to be supplemented by
Districts			other sources for increased services
Public Sector	Technical resources (e.g., staff,	Federal (alternative mode	Base-line services will continue to
I unit sectul	planning integration, etc.)	funding), State (bonding), County	be provided (or a payment in lieu
	provided by the public sector will	(health initiatives), City	thereof).
	greatly inform the planning	(transportation) are appropriate to	
	process and will reduce costs of coordination at a later time.	show the public sector's commitment to providing a	
	coordination at a later time.	walkable public realm <i>and</i> a	
		partnership with the private sector	
		in achieving a world-class City.	
Revenue			Merchant discount programs,
Generation			Event fees, Corporate memberships and competitions,
			walking shoe rentals, and other
			opportunities exist to tie
			generation of revenue directly to
			activities in the public realm.
Pro-Bono	Because of a strong commitment to the community, many firms		
	have and will provide pro-bono		
	support for the required planning		
	services. These pro-bono services		
	may be offered for		
	implementation or operation, but are most critical in this planning		
	step.		
In-kind	•	Provision of capital items, e.g.,	Continuation of this support will
contributions		furniture, landscaping,	lower costs and continue valuable
		construction materials, etc., along with installation services will be	partnerships.
		yet another way for the private	
		sector to express its commitment	
		to this plan.	

Page 13 8/15/2006

# Standards

# **✓** Excellence

The Walking Minneapolis plan will demand highest standards now and in the future or it simply will not be undertaken. All aspects of the Walking Minneapolis plan must be conducted and implemented with the highest standard of excellence. A 'Disneyland' expectation for cleanliness, quality, service and image is required in order to build a corresponding level of commitment from the other public and private sector activities in the core. This threshold will be for design, program, use and involvement standards: in selecting management, board and committee members (i.e., membership based on expertise and ability to get things done and not just to achieve a broad representation) vendors, etc. This high standard is necessary to achieve the 'buzz' that will garner wide-spread recognition that will in turn deliver the economic benefits of residential, employer, employee, retailer, event and 'creative class' demand for the area.

# ✓ Concern for environment/sustainability

The Walking Minneapolis Plan will reduce demand for resources by: a) properly maintaining physical elements from the beginning; b) piggy-backing entertainment, gathering, commerce and other activities for existing downtown occupants without creating disconnected destinations achievable only via vehicular transportation options and additional infrastructure; and c) utilizing thoughtful, long-term, planning and funding in lieu of short term quick fixes and limited-scope activities which are not well leveraged or adequate in preventing the decline of physical improvements. Like many urban cores, the city of Minneapolis is a complex network of businesses, institutions, residences, entertainment facilities as well as indoor and outdoor recreation facilities. All of these uses are connected loosely by the grid of highways and city streets, sidewalks, bicycle lanes, bus routes, skyways and public parks. Each of these means of conveying people and goods has evolved over time and in response to the demands placed upon them by a series of urban forces including the mass transit delivery of people to work and places of recreation, the movement of products from manufacturers and suppliers to retail distribution sites and ultimately to end users, the connection of points of interest with the people. All of this works relatively efficiently but with recognizable limits and problems such as traffic jams, smog, noise, etc. Given the nature of growth and development of the physical environments of cities, Minneapolis functions pretty well. But concern for limitations and maximization of the existing infrastructure are increasing. Minneapolitans, as most Americans, are increasingly tied to their cars and travel, typically alone, from place to place increasing the demand for fossil fuels as well as the infrastructure that supports the automobile. This places an increased demand on the use of valuable building sites (including park and recreation land) for the construction of parking and transit facilities, and additional time and resources are being devoted to maximizing and reconfiguring aged and inadequate transit/vehicular infrastructure. Additionally, increasing demands on, and quantity of infrastructure coupled with current levels of maintenance in the public realm are based on unpredictable financial and management environment that is the reality of city government, causing deterioration to continue unabated that will now either completely destroy the character of the public realm or will require an unsustainable level of funding to correct.

# **✓** Transforms downtown

The Walking Minneapolis Plan is aimed at changing priorities; not by re-thinking the larger connective infrastructure of Minneapolis, but by focusing on the experience of a pedestrian. As communities formed, the paths that connected the major activities in these communities developed; first walking paths, then cart tracks and finally rail, highway and air travel connections. While uniquely designed to serve local needs, this infrastructure developed into one that is more expedient than efficient, more service oriented than pleasant.



# **✓** Panhandling/Homeless/Crime

The Walking Minneapolis plan will learn from other communities that have developed standards for conduct and will prioritize enforcement procedures. Recent articles and editorials in the Minneapolis Star/Tribune have highlighted the importance of standards for care <u>and</u> conduct in the perceived livability

Page 14 8/15/2006

of cities. Livability crimes, persistent nuisance factors and related damage to property have been cited as a primary reason people feel unsafe and unwilling to frequent certain city streets and businesses where these issues exist. The private and public sector must work cooperatively and diligently to develop, promote and enforce acceptable standards of conduct in the City. Standards should address behavior and not groups of people. Enforcement should be consistent and meaningful.

# ✓ **Street Performers**

By developing standards, places, and permitting processes, the Walking Minneapolis plan will encourage vibrant, non-destructive performance activity on the street. Street artisans and performers, commonly referred to as 'Busters' can be part of an eclectic, unique, vibrant atmosphere. But, Street performers must be required to abide by rules for safety (e.g., no juggling of flames or knives in crowded areas), obstruction of other activities (e.g., no blocking of entrances to businesses or amplification of sound near businesses), and public decency (e.g., no strip teases). Standards should be developed for permitting these activities, and placement should be encouraged by including the use in design of public spaces. Best practices from elsewhere should be studied, i.e., the competition by musicians to perform in the Paris Metro.

# **✓** Participation process for community groups (now and in future)

The Walking Minneapolis plan will be strengthened by the regular input and engagement of all audiences. The regular input of all stakeholders will always lead to a better end result. Identifying ways to connect, engage and respond to community input will be a top priority in all design, management, marketing and funding effort. Physical spaces and programmed events will better meet the needs of the intended audiences. Coordination with existing maintenance efforts by others will leverage available resources and eliminate duplicate efforts.

# **✓** Designed for Multi-Purpose Activities

The Walking Minneapolis plan will incorporate design elements and standards that enable activity to occur at varied times, in varied seasons and by varied audiences. Aesthetic features including shaded areas for rest (parks, plazas and fountains), kiosks and retail functions for entertainment, tree-lined boulevards and streets, upgraded building and street materials, lighting for dark days and evening hours, collection points for performance and entertainment, etc. Paths must connect prominent spaces with other important places providing the participant with a destination as well as the means to achieve it. Fundamentally, all city streets are walkable and therefore part of the connective tissue which makes travel form point to point possible. Upgrading of some of these streets and boulevards to a higher standard will make the transition from place to place more enjoyable and thus, more likely to take place by foot rather than car. Walking routes should have a mixed-use quality about them, in that they are as different as the neighborhoods through which they pass. Although there should be a standard for the quality of design, level of treatment and operation, there should be differences encouraged to reflect and celebrate the different cultures, activities, uses, and neighborhoods in Minneapolis. The design should be connected but not homogenous.

# Control

# **✓** Bicycle/Pedestrian conflict

By its name, it is clear that the Walking Minneapolis plan is focused on the Pedestrian experience. Other resources exist for bicycles. Bicyclists will be encouraged and welcome to participate in Walking Minneapolis activities after they have parked their bikes. Both bicyclists and pedestrians are important participants in downtown Minneapolis. However, the walking Minneapolis plan will exist only for the pedestrian as other resources and routes have already been implemented for bikes. Further the coexistence of both modes is not safe for the pedestrian. Therefore, the Walking Minneapolis plan will discourage bikes along its path, will offer opportunities for bicyclists to park their bikes where the paths and routes converge and will focus on opportunities to engage bicyclists only once they have parked their bike.

Page 15 8/15/2006

# **✓** Special Services Districts

While the funding, marketing and physical improvement scope of the Walking Minneapolis plan extends beyond that of the proposed downtown Minneapolis Services District, the District's goal of 'Cleaner, Safer, Better' is absolutely in keeping with the vision of Walking Minneapolis. In fact, it will be a primary goal of Walking Minneapolis to support and advocate for formation of the District and its underlying fundamental change to current City process and standards for management of the public realm. Special Service Districts already exist in downtown Minneapolis (e.g., Nicollet Mall, Hennepin Avenue). And, there is an initiative underway by the Minneapolis Downtown Council, supported by the Mayor, to create a Special Services District encompassing 130 +/- blocks in the downtown area, into which the existing services districts would fold. Critical to the success of the proposed district are issues including: a) enabling a procurement process separate from the City; b) elimination of the City's SubP (minority and small business) hiring process, controls and requirements; c) elimination of union labor control over wages and work rules; and d) establishing City commitment to continued provision of its base-line services, or payment in lieu thereof.

# ✓ Park Board/ City/County relationship (now and in future)

<u>The Walking Minneapolis plan will create a template for the many regional agencies to participate in joint initiatives.</u> Because the private sector will lead the Walking Minneapolis initiative, the regional agencies will not have to assert authority over one another, and in fact will each come to the table with resources that complement each other. This model can be sustained into the future, and in fact can be replicated for other initiatives.

# **Efficiencies**

# **✓** Unions (public)

The Walking Minneapolis supports the efforts of the new downtown Services District to work with the public sector to eliminate unmarketable costs and work practices in the management of the downtown public realm, and will broaden this initiative to all Walking Minneapolis activities. The need to provide living wages, but not unmarketable wages, to dedicated people is imperative in sustaining the implementation and management of the plan.

# ✓ Existing statutes (procurement/union/panhandling/control in the PROW)

The Walking Minneapolis plan supports the efforts of the new downtown Services District to work with the public sector to establish procurement and enforcement procedures that are market driven (e.g., timely, cost effective, able to balance cost and quality, and expedient) and will broaden this initiative to all Walking Minneapolis activities. The ability to respond in a timely, cost effective fashion to installation, maintenance, repair, and enforcement in the public realm will make or break the plan. Without diligent attention to swift action, cleanliness, repair, and standards of behavior, we will not be able to overcome the current negative perceptions of safety, lack of care, and discomfort in being 'on the street'. Any statutes that exist requiring current procedures, need to be revisited with an eye towards better performance and results.

# **✓** Primarily Private Funding

<u>The Walking Minneapolis effort will utilize private funding to achieve results.</u> The bulk of funding from various sources will be contributed to the Walking Minneapolis entity at which time, the entity will utilize private sector processes and methods to dispense the funding in an efficient, market aware, cost effective manner. When public resources are available, they will be targeted to project specific uses, maintenance or management so as not to subject the larger project components to public funding, reporting and approval processes.

# **✓** Review approval process (now and in future)

The Walking Minneapolis plan will streamline the process for seeking approvals by establishing prerequisites that meet the standards of the public sector and broadcast clear direction to the private sector about how to formulate their plans – a win-win solution. Developing common goals and certainty

Page 16 8/15/2006

of approvals based on those goals will be necessary to assure consistent, expedient, and cost efficient implementation of the plan. Without certainty of timing and outcome of approvals based on agreed to criteria, private sector opportunities will be lost, funding decisions will be delayed or denied, and ability to maintain standards of care and management will be jeopardized. Developing standards for accelerated approvals allows the Public Sector to participate as an equal contributor to the public realm improvement.

# Implementation – Next Steps

To undertake the Walking Minneapolis plan, given its complexity and size, it will be important to break the process into a sequence of steps, 1) Set up the Process for Success; 2) Planning; 3) Implementation; and 4) Future Planning and On-Going Operations, as follows:

# STEP I – Set up the Process for Success

Timeframe: 60 - 90 days

Activities include:

- Formulate issues and guidelines for overall project
- Establish scope of work and deliverables for Step II
- Establish coordination and facilitation process for Step II
- Solicit participants with specific expertise and establish working committees for Step II
- Identify and commit funding to achieve the identified Step II deliverables



# STEP II – Planning (What, How, When)

Timeframe: 12 mos +

Activities include:

- Form entity
- Funding plan
- Communication plan
- Public sector coordination, approvals and processes established
- Private sector opportunities identified and integration begun
- Physical condition assessment
- Physical design
- Long term maintenance plan: vendor, procurement, labor, etc.
- Identity & branding
- Programmatic/Events plan
- Marketing & PR plan



# **STEP III – Implementation**

Timeframe: On-going

Commence activities as planned in Step II. Implementation may begin on the initial phases of the Walking Minneapolis area while planning during STEP II continues on future phases.

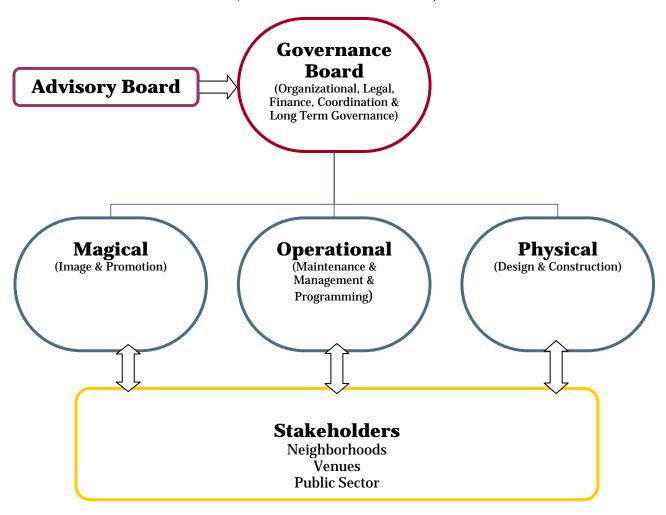


# STEP IV – Future Planning and On-Going Operations

Timeframe: On-going

Page 17 8/15/2006

Completion of this document serves as STEP I, setting up the plan to succeed. With this document complete, Walking Minneapolis will be ready to move into STEP II. The identified board and committee structure necessary to undertake the planning called for in STEP II is as follows (This organizational structure will continue into the future, with new deliverables identified):



Following, in greater detail below are the deliverables for Step II.

# **ADVISORY BOARD**

- Broad credibility
- Strategic expertise
- Broad public & private sector input and feedback

# **GOVERNANCE BOARD Start-up, Legal, Financing, Coordination**

# Deliverables:

- 1. <u>Entity formed</u> -- based on to be developed guidelines & principles; utilizing by-laws similar to Kansas' City of Fountains Foundation
- 2. <u>Funding Plan</u> -- diversified funders identified and committed with a plan for continuing sponsorship campaign; include a fiscal agency relationship for receipt of funds prior to receipt of 501c3 status

Page 18 8/15/2006

- 3. <u>Sponsorship Plan</u> develop criteria and "benefits" for sponsorship and naming rights and target key corporate, philanthropic and individuals to participate
- 4. <u>Phasing</u> outline phasing plans: physical components, timelines, budgets based on critical mass, momentum, ease of installation, leveraging of other planned activities, need to capture opportunities, etc.
- 5. <u>Path Locations</u> Identify primary and secondary, near-term and long-term, path locations based on vision, integration with other public and private plans, and desired connections.
- 6. <u>Legislative</u> identify and seek changes needed in local, regional or state statutes.
- 7. <u>Communication</u> Plan and implement an initial and on-going series of communication efforts to keep all stakeholders engaged and informed.
- 8. <u>Private Projects</u> -- Negotiate with private property owners as needed to develop agreements for placement of physical elements or programmatic activities on private property.
- 9. <u>Lobbying Plan</u> -- develop plan for communicating goals and needs to various political agencies (City, Parks, County, State, Met Council, etc.).
- 10. <u>Stakeholder engagement</u> develop plan to engage, seeking input from and inform the stakeholders.
- 11. <u>Committee Roles</u> Develop scope of work for committees during STEP III implementation and STEP IV future planning and operations
- 12. <u>Succession planning</u> develop structure and criteria for selecting and engaging future leaders and management.
- 13. <u>Conflict Resolution Policy</u> Given that the Walking Minneapolis plan encompasses a broad scope of activity into perpetuity, it is important to have a strategy for amicably resolving disagreements in strategy or implementation that may arise now or in the future. Develop a transparent conflict resolution policy that recognizes the changes in leadership, key issues, and participation over time.
- 14. <u>Coordination</u> (a) <u>external</u> integrate plan to occur in context of larger downtown area plans rather than in a vacuum; coordinate with existing and future actions of City, County, Park Board, Sports stadia, Meet Minneapolis, Property Owners, etc.; and (b) <u>internal</u> coordinate activities and plans of each working committee, stakeholders and the Board of Directors.

### Key issues:

- 1. Corporate governance
- 2. Diversified funding
- 3. Long term sustainability of vision
- 4. Long term succession and quality control planning
- 5. Coordination with other plans/organizations/stakeholders, including:
  - a. Special Services District
  - b. Meet Minneapolis Branding Plan
  - c. City 10 Year Transportation Plan
  - d. Park Board Master Plan/100 year plan
  - e. CPED artist-in-residence (Seitu Jones)
  - f. Minneapolis 2020 A Clear Vision for the Future
  - g. Downtown Council
  - h. Mayor's Design Team
  - i. University of Minnesota Connection Plan
  - j. Twinsville/Cedar Lake Trail area planning
  - k. Minneapolis Comp Plan update
  - 1. McKnight Foundation Connections Grant
  - m. Minneapolis 5 Year CIP plans
  - n. St. Anthony Falls Heritage Board plans
  - o. Federal Reserve river walkway
  - p. MnDot urban street guidelines

Page 19 8/15/2006

# PHYSICAL Design and Construction

# Deliverables:

- 1. <u>Baseline condition</u> document existing condition of physical elements: deficiencies, connections and opportunities
- 2. <u>Streetscape plan</u> by location identify broad elements to be implemented
- 3. <u>Capital alternatives plan</u> develop alternatives based on baseline condition report
- 4. <u>Way-finding</u> Prepare directional, directory and marker signage to make the journey understandable and intentional. Work with Image & Promotions committee on branding for plan and possibilities for interactive signage.
- 5. <u>Collaborative Design</u> Identify ways to involve and integrate design resources from around the world (and around the corner) to elevate the level and awareness of the design. Design resources include professional and academic design experts together with creative thinkers from all industries (including choreographers, public artists, musicians, etc.). Process must gather input while still maintaining momentum and sense of urgency for the design completion.
- 6. <u>Plan integration</u> work with City, County and Park Board to integrate walking Minneapolis plan (locations and improvement elements) with long range public sector's physical plans
- 7. <u>Plan Approvals</u> Utilizing expedited processes developed by operations committee, seek approvals as necessary for undertaking specific construction activities on the public right of way
- 8. <u>Private Sector Integration</u> identify and work with key private sector properties to create opportunities for parks, markets, plazas, art placements, skyway connections, etc.
- 9. <u>Budget & Timeline</u> Create capital improvement budget and related long term care budget for elements described above; phase budgets in cooperation with start-up phasing plan.
- 10. <u>General Contractor & Owner's Representative</u> Develop scope, seek qualified firms, interview and recommend separate firms to undertake and oversee physical construction activities during STEP III.
- 11. <u>Committee Role</u> Develop scope of work for committee during STEP III implementation and STEP IV future planning and operations

# Key issues:

- 1. Night Usage
- 2. Seasonal Usage
- 3. Public toilets
- 4. Ground floor storefronts (integration)
- 5. Safety
- 6. Security
- 7. Develop standards
- 8. Skyway: connections to/from, functional alternative, primary links (e.g., Crystal Court)
- 9. Bicycle/Pedestrian conflict
- 10. Street Performers (placement of)
- 11. Current conditions of infrastructure
- 12. Public approval process now & future

# OPERATIONAL Care & Management

# Deliverables:

- 1. <u>Coordination with Downtown Services District</u> Identify opportunities for coordination of activities with Service District/s to leverage all resources and prevent duplication of efforts.
- 2. <u>Long-term Maintenance Plan</u> develop standards and specifications for level and type of maintenance and repair by location.
- 3. <u>Public Sector Coordination</u> develop plan for coordinating with baseline services provided by public sector from time to time

Page 20 8/15/2006

- 4. <u>Expediting plan</u> develop and get approvals necessary for expedited procurement and labor processes as well as expedited regulatory/right of way approvals based on agreed to parameters.
- 5. <u>Vendor Management Plan</u> identify vendors or staffing plans necessary to undertake the scope of long term care required. Include oversight parameters and reporting structures.
- 6. <u>Baseline Condition Assessment</u> work with Physical committee to develop an 'as-is' condition assessment of the public areas included in the Walking Minneapolis Plan area.
- 7. <u>Budget & Timeline</u> In tandem with design committee, create long term care budget for elements described above; phase budgets in cooperation with start-up phasing plan
- 8. <u>Committee Role Develop scope of work for committee during STEP III implementation and STEP IV future planning and operations</u>

# Key Issues:

- 1. Safety
- 2. Security
- 3. Standards
- 4. Unions (conflict)
- 5. Integration with existing special services districts
- 6. Existing statutes
- 7. Public ROW controls Public permit process
- 8. Panhandling/Homeless
- 9. Control of 'Street Performers'
- 10. Procurement process
- 11. Baseline services from Public Sector (supplement activity & funding)
- 12. Coordination with public and private sector activities
- 13. Current condition of infrastructure
- 14. Community participation process
- 15. Boundary definition

# MAGICAL Image & Promotion

# Deliverables:

- 1. <u>Branding</u> develop the identity and image program for the overall Walking Minneapolis Plan, and phases as needed.
- 2. <u>Program</u> develop initial activities and events to launch the Walking Minneapolis Plan; develop long term plan for events over time to build momentum (with activities and events to be implemented by Operational Committee)
- 3. <u>Communications Plan</u> develop plan to communicate vision to broader community, stakeholders, media, prospective businesses, etc. Develop guidelines for long-term communications.
- 4. Sponsorship Develop plan for recognizing contributors and collaborators.
- 5. <u>Budget/Timelines</u> create budget and schedules for initial branding and program activities as well as long term options. Phase information as necessary to coordinate with start-up committee.
- 6. <u>Public Relations & Communications Firm</u> -- Develop scope, seek qualified firms, interview and recommend firm/s to undertake work during STEP III
- 7. <u>Committee Role</u> Develop scope of work for committee during STEP III implementation and STEP IV future planning and operations

### Kev issues:

- 1. Safety
- 2. Security
- 3. Ground floor storefronts
- 4. Higher standards
- 5. Skyways as functional alternative

Page 21 8/15/2006

- 6. Street Performers
- 7. Community participation and communication
- 8. Diversity of audiences
- 9. Link to: Steve Berg/Linda Mack/Barbara Flanagan

# PUBLIC SECTOR STAKEHOLDER

Deliverables: Provide integration with and feedback from other public sector activities, constituencies, and leadership

# Membership to include:

- Mayor's office
- City Council office
- City Planning
- City Public Works
- County Commissioner's office
- County Planning
- Park Board Commissioner's office
- Park Board Planning
- Met Council
- Senator/s Office

# NEIGHBORHOOD STAKEHOLDER

Deliverables: Provide integration with and feedback from other neighborhood activities, constituencies, and leadership

# Membership to include:

- Downtown Neighborhood Association
- Citizens for a Loring Park Community CLPC
- Marcy-Holmes Neighborhood Association
- River District
- Elliot Park Neighborhood Association
- Minneapolis Downtown Council
- Minneapolis Regional Chamber of Commerce
- Meet Minneapolis
- Mill District
- North Loop
- Nicollet Island
- Center for Neighborhoods

# **VENUE STAKEHOLDER**

Deliverables: Provide integration with and feedback from other venue specific activities, constituencies, and leadership.

- Membership to include:
- Walker Art Center
- Minneapolis Library
- Guthrie
- Open Book. Loft
- Orchestra Hall
- Dunwoody
- St. Thomas
- Metro State
- MCTC
- Metrodome/MSFC

Page 22 8/15/2006

- Religious Institutions
- Hennepin Avenue Theaters

Quick list of Step I deliverables:	Quick	list of Ste	p I delive	erables:
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$\overline{\checkmark}$	Develop vision / case statement		
$\overline{\checkmark}$	Develop Step II planning structure		
$\overline{\checkmark}$	Develop Step II deliverables		
$\overline{\checkmark}$	Develop issues outline		
$\overline{\checkmark}$	Develop 'sales tool' case statement summary for soliciting planning funding, members, and		
	other early applications		
$\overline{\checkmark}$	Meet with key stakeholders		
	o Mayor		
	o City Councilmember		
	o Park Commissioner		
	o County Commissioner		
	o CPED Director & Staff		
	<ul> <li>Public Planning Directors &amp; Staff</li> </ul>		
	o Neighborhood, Venue and Business representatives		
	Identify Step II budgets for each committee		
	Identify pro-bono services for each committee		
	Develop media strategy		
	Solicit & commit Step II Board/Committee/Advisory Review members. It should be noted		
	that the committee membership is comprised of people with specific expertise, enthusiasm for the Walking Minneapolis plan and a willingness to commit time and energy at this early stage. This early involvement does not preclude any of these individuals or the firms they represent from being formally engaged on the Walking Minneapolis plan at a latter time.		
	Doing so, would eliminate highly qualified people from participating in the formative stages		
_	for fear of being unable to participate in the long term viability of the City.		
	Identify professional project management/coordination staff for Step II		
	Begin formation of entity		
	Solicit funds for Step II		
	Support and advocate for Special Services District		
	Identify scope budget for capital improvement and on-going maintenance and programming activities – to assist in projecting the need for private leadership principles and funding requirements		
quaetio	one or feedback on the Walking Minneapolic plan contact:		

For questions or feedback on the Walking Minneapolis plan contact:

Sarah Harris, CRE Dir: 612.366.7830

sharris@eberhardtadvisory.com

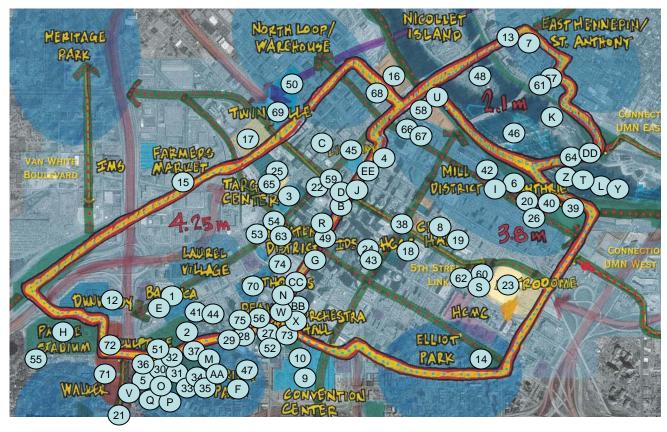
Ray Harris 612.672.9590 rhharris@mn.rr.com

Appendix

Activities List Articles

Walking Mpls Plan v1f.doc

Page 23 8/15/2006



### YEAR ROUND ACTIVITIES

29.

30.

31.

32.

33.

34.

35.

36.

37.

38.

39.

**LRT** 

1.	<ul><li>Basilica of St. Mary</li></ul>
2.	★ Berger Fountain
3.	Block E retail and movie theater
4.	★ Cancer Survivor's Park
5.	Cathedral Church of St. Mark
6.	■ Century Mill
7.	■ Chute Square/Ard Godfrey House
8.	□ City Hall
9.	Convention Center
10.	* Convention Center Plaza
11.	♣ Dog Park – off leash
12.	◆ Dunwoody Technical College
13.	East Hennepin Commercial Node
14.	★ Elliot Park
15.	Farmer's Market - Glenwood
16.	Federal Reserve Bank
17.	Garbage Burner
18.	★ Government Center Plaza
19.	Grain Exchange trading floor
20.	Guthrie
21.	■
22.	Hennepin Center for the Arts
23.	HHH Metrodome
24.	Lifetime Athletic Club – MAC
25.	Lifetime Athletic Club - Arena
26.	Loft-Open Book
27.	★ Loring Greenway – Fountains
28.	* Loring Greenway - Playground

\* Loring Greenway – Sitting Areas

\* Loring Horseshoe pitch

Loring Park – GardensLoring Park – Park building

\* Loring Park - Playground

\* Loring Park – wading pool \* Loring Shuffleboard Courts

\* Loring Tennis Courts

\* Loring Lake

<b>→</b> 1.	▼ Metro State
42.	■ ◆ Mill City Museum
43.	■ Minneapolis Club
44.	→ Minneapolis Community Technical College
45.	→ Minneapolis Public Library
46.	■ * Mississippi River Lock & Dam
47.	Music Box Theater – Triple Espresso
48.	■ * Nicollet Island Park & Pavillion
49.	Nicollet Mall Retail and Restaurants
50.	North Star Line
51.	★ Off Leash Dog Park
52.	□ Orchestra Hall     □
53.	□ Orpheum Theater     □ Orpheum Th
54.	Pantages Theater
55.	★ Parade Ice Center
56.	★ Peavey Plaza
57.	■ Pillsbury A Mill
58.	♣ Post Office Arcade and Pocket Park
59.	■ Shubert Theater
60.	★ Sports Plaza
61.	■ St. Anthony Main
62.	Star Tribune Pocket Park
63.	■ State Theater
64.	■ * Stone Arch Bridge
65.	Target Center
66.	★ The Depot – Ice garden
67.	★ The Depot – Water Park
68.	↑ Theatre Jeune Lune
69.	Twins Stadium
70.	◆ University of St. Thomas
71.	
72.	★ Walker Art Center Sculpture Garden
73.	Westminster Church
74.	YMCA
75.	YWCA

40.

41.

\*(McGuire) Park

◆ Metro State

# SEASONOAL/INTERMITTENT ACTIVITIES

Aquatennial Art Fair

A.

	B.	Aquatennial Parade
	C.	Art Crawl
	D.	Barbeque fest
е	E.	Basilica Block Party
	F.	Bastille Day
	G.	Bike Race
	H.	Cirque de Soleil
	l.	Farmer's Market - Mill Area (organic)
	J.	Farmer's Market – Nicollet Mall
	K.	Fireworks
	L.	Fishing
	M.	GLBT Parade
	N.	Gran Prix
	Ο.	Ice Skating – Loring Park
	Ρ.	Loring Park – Movies after sunset
	Q.	Loring Park Art Festival
	R.	Macy's 8th Floor Holiday Show
	S.	Metrodome Plaza foods
	T.	Mississippi River Kayaking
	U.	MS Walk
	V.	National Night Out events
	W.	Peavey Plaza – Concerts
	Χ.	Peavey Plaza – Ice Skating
	Υ.	Rowing Club
	Z.	Segway tours/leasing
	AA.	Shakespeare in the Park
	BB.	Sommerfest
	CC.	St. Patrick's Day parade
	DD.	Stone Arch Art Fair
	EE.	TCF Hollidazzle Parade

# KEY:

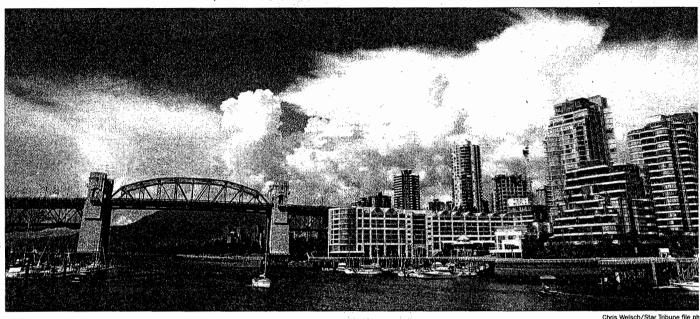
- ■Historical
- ◆Educational
- Faith Community
- \* Park/Greenspace

President nominates a Harvard man. Garrison Keillor on AA2

**FIRST OF TWO PARTS** 

# LTHY BY DESIGN

Vancouver uses public beauty to induce daily walking and retail vitality. Minneapolis should learn lesson from its Canadian cousin about getting people out of their cars and onto beautiful and bustling sidewalks.



By Steve Berg | Star Tribune Editorial Writer

VANCOUVER, B.C.

ny busy downtown sidewalk will reveal the mystery of why Vancouverites are an uncommonly vigorous and healthy bunch and why their city is so widely admired. I Stand on Robson Street for five minutes on a weekday afternoon. Count the people walking past: 346. Note the number who are obviously overweight: 2. Estimate the number wearing backpacks: 100. Now take another five minutes to count the cars moving steadily and easily past: 74

(blus two trucks and three buses). Reach for your calculator: 4.5 pedestrians for every car. ¶ There you have it. Not exactly scientific proof, but an insight into Vancouver's formula for healthy residents and urban vitality: more walking, less driving.

More than any North American city, Vancouver has intentionally merged public health with city planning. The goal is not just to promote recreation (there are plenty of bike trails and tennis courts), but to design physical activity into the daily routine, to build a city so compelling that people will leave their cars at home, strap on a backpack and take up walking as their primary mode of travel.

The result is a cityscape that's breathtaking in its

beauty and impressive in its retail vitality. Thick layers of trees and flowers have invaded the downtown dis-trict. Strips of freshly trimmed green grass line many downtown sidewalks. Hundreds of small shops and restaurants have sprouted among the ever-expand-ing supply of townhouses and high-rise condos. You can take a beautiful and pleasant walk to fetch almost anything you need, so why drive? Indeed, driving has become the backup mode of

Vancouver's skyline includes office and residential buildings that rise above a leafy network of pedestrian walkways. The city has promoted walking as a way to impro

downtown travel. Growth in auto traffic has lagged far downtown travel. Growth in auto trainc has lagged re-behind growth in resident population, which has dou-bled to 80,000 in the last 15 years. Auto traffic actually declined by 13 percent between 1994 and 1999, ac-cording to a city government study, while pedestrian traffic rose 55 percent. Last year, vehicle registrations declined for the first time in memory as new resideclined for the first time in memory as new residents began eschewing second cars. Transit ridership, meanwhile, rose 20 percent over three years. Air quality improved. And the Vancouver region led Canada in many health categories, including life expectancy. "They built it and they live it," said Lawrence Frank, a planning professor at the University of British Columbia and a leading expert on the link between urban design and public health. Both here, and earlier at Georgia Tech, Frank has been at the forefront of research that ties obesity, hypertension, coronary disease, diabetes and other health problems to the sprawling development and

health problems to the sprawling development and auto dependence that dominates most cities. His and other research continues to show that substituting even a modest amount of walking for driving as part of the daily routine reduces the likelihood of obesity

The greatest inducement to physical activity is living within walking distance of shops, transit stops and other destinations, studies show. In other words, urban form can induce a healthier lifestyle

**BERG continues on AA5** 

### The Series

This Sunday and next, Steve Berg's Healthy by Design ser focuses on what Vancouver has done — and what Minne apolis can do — to improve t well-being of downtowns and their residents.

### INSIDE THIS WEEK

Editorial: Pedestrians are a city's MVPs. AA4

A Day in the Life: There's so much worth walking to within three blocks of a Vancouverite's West End townhome. At

### NEXT WEEK

Missing Links: Greenways ought to connect Minneapoli: booming downtown neighbor hoods to its struggling retail core. As Vancouver found, designing "walkability" into a city's fabric improves both public health and economic



Steve Berg/Star Tribune LIVELY SIDEWALKS Pedestrians far outnumber driv on Street in downtown Vancouver's shopping district. Auto traffic has declined while walking and transit use have

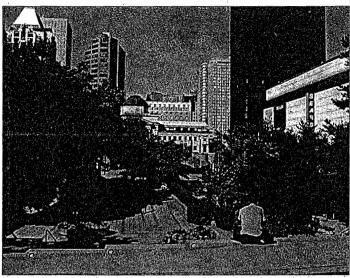


Steve Berg/Star Tribune lined sidewalks promote walking and biking for routine daily trips making the city among the healthlest in the world.



walk in downt Vancouver, a place flush with small shops. Asian cafes and, as shown above, fruit and vegetable markets

"People will have a better chance at a healthy life if cities build physical activity into the urban form."



Steve Berg/Star Tribune

A pedestrian stops for a quiet moment near the Vancouver Art Gallery.

### **BERG from AA1**

# Natural beauty isn't limited to the parks in Vancouver

"Vancouver is the clearest example of that," Frank said. Critics suggest that self-selection may have tilted his results — that people who choose to live in active cities tend already to be trim, fit and quite literally "walking the talk." Frank acknowledges the point, but insists that the policy implications remain valid. People will have a better chance at a healthy life if cities build physical activity into the urban form.

healthy life if cities build physical activity into the urban form.

Vancouver owes its health-conscious design to a list of advantages that most cities, including Minneapolis, don't have: a moderate climate, a geography hemmed in by water and mountains, the relative racial harmony among Vancouver's white and Asian ethnic groups, tax policies favorable to renters and small business, a huge flow of Chinese investment since the mid-1990s, and a contrarian strain of politics that engulfed the city in the early '70s and continues to pay dividends.

"Those were the hippie-dippy days," recalls Gordon Price; an urban planning consultant and former city councilor who says Vancouver succeeds mostly because environmentalists kept freeways out of the city's center.

As a result, traditional neighborhoods stayed intact; local streets stayed vibrant and busy; crime was held in check; public schools and small business remained strong. The city swallowed hard and accepted highdensity redevelopment as a way to preserve the wider regions lush environment.

It was, in short, an early version of "smart growth" that ran contrary to the trends of the day and to human nature. It would have been easier just to acquiesce to sprawl, big-box stores and the auto lifestyle, Price said. Vancouver isn't without prob-

Vancouver isn't without problems. Vagrants and drug addicts occupy downtown's derelict eastern edge. Housing prices in the tonier West End are leaving the middle class behind. Meanwhile, the outer ring is suffering traffic woes common in most suburbs.



But what most impresses a visitor is central Vancouver's extraordinary care for public spaces. While drivers tend not to notice, walkers are drawn to beautiful spaces. They see their city close up. They won't tolerate crumbling, weed-infested sidewalks or shabby neighborhood businesses. The more walkers a city has, the more pleasant, safe and vital it becomes. Every great city is a great walking city — not only through parks or along waterfronts, but along ordinary streets that link homes and destinations.

For Vancouverites, the values of healthy physical activity, public beauty and retail/residential success seem to have converged

success seem to have converged in a perfect synapse.

How? A greenways program invests \$1 million a year to build attractive pedestrian and bicycle links between homes and destinations, sometimes along "ordinary" city streets. In addition, the park system maintains 130,000 street trees as part of its impressive \$80 million (U.S.) annual budget, and the zoning ordinance requires private developers to devote 1 percent of construction budgets to public art, thus embedding scores of sculptures, fountains and other artistic features into the walking environment. Moreover, city planners routinely negotiate generous landscaping commitments from private developers.

"They are expected to match the high standard that the city has set with its landscape investments," said Sandra James, the



city's chief greenways planner.

The central idea in creating a healthy city, she said, is to make sure that natural beauty isn't confined to parks and the waterfront but that it invades every block.

Quoting the preamble to Vancouver's greeways policy book, she said: "It's time to stop thinking of our cities as one place and nature as someplace else."

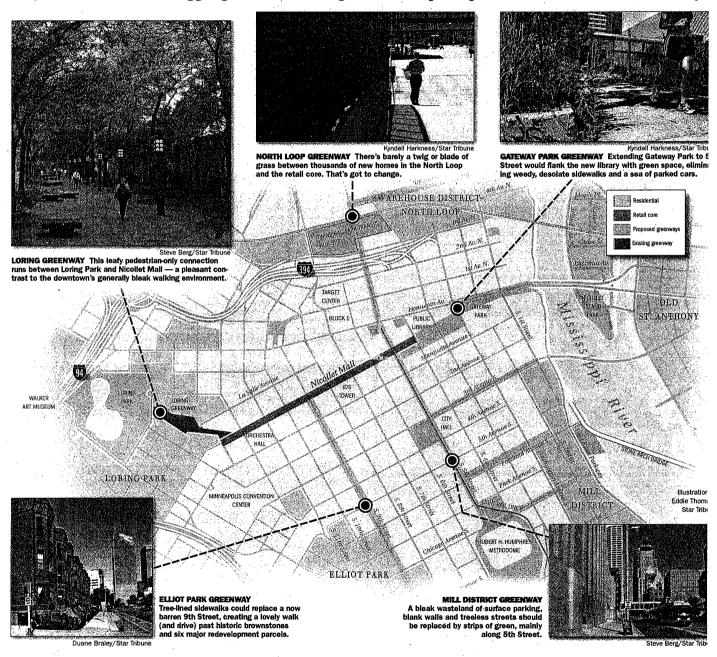
Steve Berg is at sberg@startribune.com. and analysis

commentary

HEALTHY BY DESIGN | SECOND OF TWO PARTS

# MISSING LINKS

Using Loring Greenway as a model, four new greenways could connect downtown Minneapolis' booming residential areas to its struggling retail core. Doing so would improve public health and economic vitality.



By Steve Berg | Star Tribune Editorial Writer

ere's the paradox of downtown Minneapolis: Residential is booming; retail is sliding. Go figure. ¶ Downtown's periphery is brimming with new residents, presumably in search of an active urban lifestyle—you know, walking to jobs, shops and entertainment, creating the sidewalk energy common in other successful cities. ¶ At 30,000 and growing, downtown's resident population now matches or exceeds Seattle's, Portland's or Denver's. ¶ Trouble is, the new downtowners tend to retain suburban habits. They drive to the malls for shopping. They drive even the few blocks to Orchestra Hall or to Block E. ¶ Aside from drinking and dining, downtown retail continues to slip. Vacancy rates now approach 16 percent. Most streets lack the leafy

pedestrian atmosphere and shopping variety that a growing residential population would be expected to deliver, especially when combined with a big daily workforce. If the trend persists, Minneapolis' retail core won't reap the full benefit of what's happening just a few blocks away — a housing boom that's so near, yet so far.

The problem is lack of connection.

Look at the map above. The residential boom is occurring mainly in five sectors. Of those, only Loring Park is attractively connected (via the Loring Greenway) to Nicollet Mall, downtown's main shopping street. The four others (North Loop, Mill District, Elliot Park and Old St. Anthony) are cut off by a kind of no man's land — blocks of derelict surface parking lots, crumbling pavement, blank walls and weed patches.

BERG continues on AA5

### **The Series**

Today and last Sunday, Healt by Design looks at what Minneapolls can do — and what other cities have done — to improve the well-being of dov towns and residents.

### INSIDE

Editorial: Minneapolis should green up its streets. AAA Mpls. and Vancouver: A cha counts noses, trees, etc. AA Streetcar in Seattle: A new line will link an urban village its downtown core. AAS

# **HEALTHY BY DESIGN | SECOND OF TWO PARTS**

### **BERG from AA1**

# Try transforming a few select downtown streets and sidewalks

That's not much of an invita-tion to step out of your condo and participate in the downtown economy. Indeed, it's an invita-tion to do the opposite. Even if you're not a potential walker, or if bad weather or other circumstance makes walking impractical, downtown's desolate sidewalks erect a psychological barrier that's hard to overcome.

Portland and Seattle are bridging similar gaps with street-car loops, a solution Minneapolis considers unaffordable. Adapting a limited version of Vancouver, B.C.'s walkability strategy, as described in last Sunday's installment of this series, would be cheaper and perhaps pos-sible. Minneapolis does have long-range plans to spruce up its drab downtown sidewalks, but lacks the money and politi-

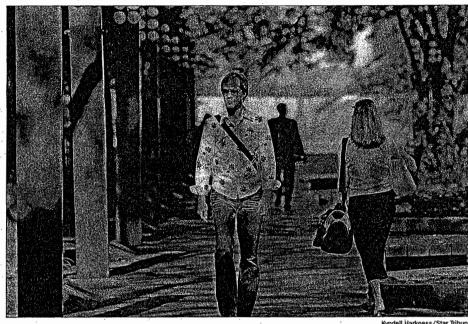
cal will to proceed. Here's an idea: Transform only a select few downtown streets and sidewalks into lush greenways that would invite residents to routinely walk to the retail core. Build four of these linear parks to lead downtown residents to skyway entrances, transit stations and to Nicollet Mall itself. Design these new streetscapes so that they would attract storefronts, giving pedes-trians something to walk past, and perhaps reason to stop along the way. Extend the city's celebrated recreational trail system directly onto some of downtown's bleakest streets and

into people's daily routines. Markers could inform pedestrians about the number of steps to be taken and calories burned. As Vancouver and other health-As variouser and other heath-conscious cities are discover-ing, people can be induced to walk surprising distances if the route is beautiful or interesting. Research shows that integrating that kind of exercise into the daily routine can have surprisingly positive health benefits.

positive nearth benefits.

Loring Greenway already does that. It's a "green finger" that extends the Sculpture Garden and Loring Park directly onto Nicollet Mall, inviting residents to walk to jobs and shopping. Adding four other make fineers (for walkers) other such fingers (for walkers, transit and cars) would be a smart investment; one along 9th Street, one along 5th Street, one stretching into the North Loop, and another that would wrap an expanded Gateway Park around the new library, replacing parts of three shabby parking lots.

It's not altogether novel to consider these kinds of pedestrian investments to improve the health of both residents and business. Edina has ambitious plans to extend the green Cen-tennial Lakes model throughout the Southdale area. Smaller versions flourish elsewhere in the Twin Cities. The impending arrival of three supermarkets may begin to incrementally improve downtown's walking environment and change residents' shopping mentality, but the transition will be painfully slow.



Kyndell Harkness/Star Tribune
The Loring Greenway beckons neighborhood residents to participate in the city as pedestrians, a healthy choice for people and retailers.



Kyndell Harkness/Star Tribune It's a shame that the elegant new downtown Minneapolls Public Library, set to open next year, will be surrounded by a barren mooi scape of parking lots.

Minneapolis can't hope to fully match Vancouver's lush pedes-trian atmosphere. The Canadian city has too many advantages and Minneapolis too many deficits. Climate is one. Culture is an-other. Minneapolis loves its parks

and lakes, but cares little about other public spaces. People tend their homes meticulously, but allow trash and weeds to overtake their business property. People with the power to change things don't notice downtown's deplorable pedestrian environment. They arrive by car, then navigate the skyways, seldom setting foot on street level.

"We've fostered a downtown environment in which peo-ple drive in to use the city and never have to set foot on a city street," said Jack Byers, Minne-apolis' chief downtown planner. makes for a chicken-egg dilemma, he said. "We don't have much retail at street level because people don't walk past; they don't walk past because there's not much on street level."

"We desperately need store-fronts," said Chuck Leer of North First Ventures, a down-town loft developer. "And we need greening." City Hall itself is a big part of

the problem. No single agency is responsible or accountable for public spaces — not the Park Board, not the city's public works, planning or development agencies. Outmoded zoning and building codes impede street-level retail and require minimal greening from developers. Incredibly, the city's historic pres-ervation officials fight to retain treeless streets and ugly industrial landscapes.

Private enterprise also stands

# Vancouver, B.C. and Minneapolis

Vancouver designs physical activity into

	Vancouver, B.C.	Minneapolis	
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		Minn ag	
		CANADA	

	Vancouver, B.C.	Minneapolis
Metro population:	2 million	3 million
City population	545,000	382,000
Downtown resident population	80,000	30,000
Downtown work force	140,000	160,000
Downtown retail stores (goods & services)		5,000
Weekday transit-rider trips	800,000	220,000
Number of downtown street trees (estimate	ed) 75,000	1,000

\$117 billion Cost to health care system of physical inactivity in U.S. in 2000: \$495 million Cost in Minnesota:

10.6% and 22.3% Percent of obese Minnesotans in 1991 and 2000:

Sources: U.S. Census Bureau, City of Vancouver, City of Minneapolis, Minneapolis Downtown Council, Blue Cross and Blue Shield of Minne

in the way. Some landlords prefer bleak sidewalks and empty storefronts as a way to discourage small business that would compete with the big fortress retailers. As a result, downtown has fewer stores than might otherwise be expected, even considering the all of America's regional dominance. Most notably, downtown also lacks the kind of "special service" taxing district that helps keep most major downtowns cleaner and greener.

Skyways further complicate the situation. They are a boon to noontime pedestrians and second-level retail. But they are a private space, sucking energy from the public realm, separating pedestrians by race and class, and greatly impeding the

concept of a 24-hour city.
Of all these barriers, perhaps the hardest of all is the "can'tdo" attitude that infects nearly everyone who wishes for a bet-ter pedestrian environment.

"This is a massive disconnect," said Council Member Lisa Goodman, who has pushed for years for a more walkable downtown.

"We don't yet have a mixed-use mind-set," said Sam Grabar-ski, president of the Downtown Council, a major business asso-ciation that would like to see a ener, cleaner, safer, more prof-

itable walking environment. This shouldn't be so hard considering the remarkable progress other cold-weather cities have made. What Minneapolis needs most is an attitude change. It needs some grant money, too, and also some planning and market-ing. But mostly it needs action. In a few short years, Mayor Richard M. Daley transformed Chicago's Loop into a pedestrian paradise

— for the benefit of business, public safety, the environment, public health and civic pride. Who's going to do that here?

Steve Berg is at

# Streetcar will bridge a gap in Seattle

SEATTLE - This city's downtown faces a "linkage" problem similar to that of Minneapolis, Microsoft billionaire Paul

Allen intends to build an environmentally sustainable urban village on South Lake Union, a dozen blocks north of downtown. It will be the biggest redevelopment in the city's history, expect-ing to draw 25,000 new jobs — many of them in the bio-medical field — and 12,000 new residents.

But how to make sure that this lively new com-munity connects to Seattle's retail core?

retail core?
In June, the City Council approved a 2.6-mile street-car loop. Private property owners will pay \$25 million of the \$47.5 million cost. State and federal grants will finance the rest. The city will green up the streetscape along the line, which will open in 2007. "We want to be close to

downtown but not in down-town," said Ada Healy, vice president for real estate at Allen's asset management company, Vulcan Inc. The streetcar will help bridge the gap between several peripheral urban villages and the shopping and cultural attrac-tions downtown, she said. "The goal is to keep people out of their cars, simplify life and make access easy.

# READ MORE

"Urban Sprawl and Public Health: Designing, Planning and Building for Healthy Communities" by Howard Frumkin, Lawrence Frank and Richard Jackson (Island Press, 2004).

"Health and Commu Design: The Impact of the Built Environment on Physical Activity" by Lawrence Frank, Peter Engelke and Thomas Schmid (Island Press, 2003).

"Sprawl and Obesity: A Flawed Connection," by Wendell Cox and Ronald Utt (Heritage Foundation, Sept. 19, 2003).

"As Suburbs Grow, So Do Walstlines," by Bradford Mc-Kee (New York Times, Sept. 4, 2003).

"Suburban Sprawl and Physical and Mental Health," by Roland Sturm and D.A. Cohen of the RAND Corporation (in the journal Public Health, October

Suburban Sprawl, Body Sprawl: Are Land-Use Pat-terns Driven by Choice or by the Market?" (Spring 2005, RAND.org).

"This is not about recreation. It's about building exercise into daily life."

- Ann Forsyth, Metropolitan Design Center, University of Minnesota

MINNEAPOLIS WHAT ARE THE ISSUES?

# Wanted: Cleaner, quieter downtown

 A Web survey of conduct in downtown Minneapolis uncovered the gripes of folks who live, work and play there. Litter and noise topped the list, followed by loitering and panhandling.

By BOB VON STERNBERG vonste@startribune.com

Downtown Minneapolis is dirty, noisy and plagued by loiterers and panhandlers.

That, at least, is the assessment of hundreds of people who live, work and play downtown.

More than 1,200 of them took part in an Internet survey conducted during the past month by the Downtown Minneapolis Neighborhood Association. The survey was designed to help craft a code of conduct for the city's single most populous neighborhood.

Tom Hoch, the association's crime and safety chairman, was heartened by the results, which were analyzed by the Star Tribune. "That's good news because those kinds of things are pretty easy to address," he said. "It's not the kind of thing that requires putting a police officer on every corner.

If you take care of the physical environment, people will feel things are under control."

Once the association does its own analysis, the results will be shared with public officials, the police and citizens. People who chose to answer the survey were invited to answer open-ended questions about which behaviors should be encouraged or discouraged. Here are the top 10 responses, with the percentage who mentioned them and a representative comment from people who responded anonymously.

- Litter, trash, garbage (52 percent):

  "Business in general needs to provide some way to dispose of cigarette butts and clean up the garbage in parking lots and on our sidewalks. Our downtown looks like an ashtray."
- Noise, loudness (39 percent): "If there are legal prohibitions for noise ... from vehicles or from pedestrians, bicyclists with boom boxes, I would like

to see those standards enforced. If there are not legal prohibitions, I would like to see some written and enforced."

- Loitering, harassment (38 percent):

  "There is too much loitering that occurs on building doorsteps and alleys. This is one thing for people that live in residential buildings and go outside to smoke, but for an extended period of time, being loud and playing loud music in their parked cars is annoying."
  - Panhardling, begging (33 percent): "The crowds of youth and beggars that congregate near City Center is disgusting and a negative mark on the city. These groups panhandle pedestrians, won't move out of the way ... and are generally obnoxious." Safety (25 parcent): "I should be
    - Safety (25 percent): "I should be able to feel safe while I walk the farmer's market on Thursdays instead of keeping a tight grip on my purse. I quit coming downtown at night so long ago, because of safety issues, that I don't even know what behavior goes on that is unacceptable or acceptable."
      - Public drunkenness (10 percent):
        "There is no beauty in downtown

Minneapolis anymore. Driving there late at night you see this beautiful view of the skyline and expect a nice, classy area. Then, when you get there, it's loud people, drunks. The classier folks tend to leave early by my view."

- Gang activity (7 percent): "I want a downtown where people can walk freely and not feel afraid of being shot or robbed by gangsters who loiter around Block E selling drugs."
  - Public spitting (6 percent): "I wonder if ... spitting is a genetic trait or is it learned. It is a disgusting habit."
- Public urination (5 percent): "I would like to see more public access to restrooms [especially at night], so there are fewer instances of public urination."
- Foullanguage (4 percent): "Keeping the profanity spoken by people who are hanging out downtown under control would be nice. I bring my kids downtown and don't want them hearing that type of language."

Star Tribune survey analyst Denise Brownfield and staff writer David Shaffer contributed to this report. Bob von Sternberg • 612-673-7184

# **Editorials**

# StarTribune

J. KEITH MOYER, President and Publish

# Disorder is as damaging as crime

A downtown resident tells a judge: 'We want our city back'

faces.
One is young: allenated and vis-

Crime in Minneapolis has two faces:

One is young alienated and violent—teen gangaters who like to fight rob, do drugs and shoot guns, susually at one another and nearly slways in the neighborhoods.
The other face is less criminal than disorderly. These are people who spend their days on sidewals downtown, or near downtown, bumning, spaire change, lurking in doorways, making lewit comments, fouling and litering and sidewals the doctory one side of the control of the ticked diverse to the city's commerce, livability and well-being hose as big a throw how to be made the face of the side of

dom and confidence of ordinary people to live secure, productive lives. The steady growth of disore der has already contributed to the closing of sorce of regular bianters, estills shift of thousands of jobs, estills shift of thousands of jobs, and the cut heard to ward of down town visitors never to return. The director of Sale Zone, the police business collaborative, was berein some straint of the control of the control



# Opinion Exchange

# How New York got its groove back

 The perception that downtown Minneapolis has a crime problem threatens the district's future. Lessons that could help are available in another city: New York.

By STEVE BERG

NEW YORK
recently reread "Broken Windows," the influential 1982 Atlantic Monthly article that launched the astonishing cleanup of New York's one-filthy subway system and once-seedy theater district, and then became part of the broaden narrative explaining this city's wondrous decline in violent crime.

The theory wou may recall is that

drous decline in violent crime.

The theory, you may recall, is that small things matter. Leave a broken window unfixed and soon more will be broken. Overlook small offenses. like graffiti, littering, panhandling and petty drug-dealing and you'll leave the impression that no one cares, thus inviting truly dangerous crime to take root.

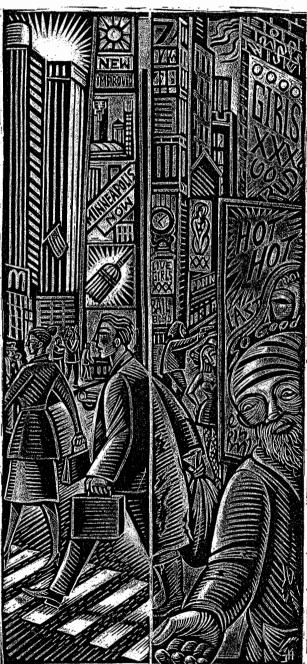
cares, thus inviting truly dangerous crime to take root. Cracking down on small things cannot alone deliver a sharp decline in bigger crimes. Other factors—drugs, guns and trends in demographics, economics and culture—play a part. But zero tolerance on the small stuff creates a zone of safety, cleanliness and beauty that people flock to. Criminals are outnumbered. A new tone is set. Confidence returns. Investment follows. A city flourishes again. That's the short version of New York's miraculous transformation over the past decade.

flourishes again. That's the short version of New York's miraculous transformation over the past decade.

"People took back their city," said George Kelling, who, along with fellow criminologist James Q, Wilson, originated the broken-windows policing strategy. We were dining at Michael Jordan's Steakhouse on a balcony overlooking the impressively restored concourse at Grand Central was a dingy, littered, urine-soaked nightmare through which commuters feared to pass. Now it's a gleaming beehive of shops and cafes. Taking in the view, Kelling, 70, and that Minneapolis, of all places, where he lived as a young man, now suffers some of the same disorder that nearly sank New York in the 1980s.

Indeed Minneapolis, police, and

disorder that nearly sank New York in the 1980s.
Indeed, Minneapolis police accounted as New York-tyle atrack on loitering, aggressive panhandling, intimidation, drug-selling, loud cursing and other disorderly behavior at downtown bus stops and along side walks in the city's core. While downtown Minneapolis is uncommonly free of serious crime, bands of obstreperous and unpredictable youths and other assorted street characters and other assorted street characters and other assorted street characters give the opposite impression. The high-profile killing of a pedestrian in the Warehouse District two months ago further stoked fears that respect-ful people have lost command of the sidewalks.



... and what it could mean for Minneapolis



# to make our city feel safer

public behavior and property
upkeep. Why should expectations
be lower for downtown than for Edina ne lower for downtown than for Edin or Woodbury or your neighborhood? If you see disorderly behavior of any sort, call 911. If you see graffiti, litter o unkempt property, call 311. Demand

Give police permission and clear direction to enforce higher stan-dards. A "code of conduct" being dards. A 'code of conduct' being considered by the Downtown Minneapolis Neighborhood Association is a good start. Presumably it will set clear expectations on drug-dealing, loitering, public drinking, public urination, intimidation, fighting aggressive panhandling yelling, loud musics and motorycles, litter, graffiti and neglected property.

Focus police attention solely on behavior, not on race or social status. Expectations must be the same for all. Enforcement must be po-

intervene. Those affected by invability crimes should file community impact statements with the city attorney. Only through public pressure will judges and lawmakers appreciate that low-level crimes are not victimless — that the entire community in the community is a statement of the community in the community in the community in the community in the community is a statement of the community in munity is the victim.

Offer feedback. To bolster mo-rale, officers making arrests or issuing citations (and security guards who aid them) deserve to kno the disposition of cases. They should get monthly reports.

Consider strengthening laws on panhandling, curfew, loitering, aws or panhandling, curfew, loitering, drug-dealing and civil commitment for psychiatric care. Use probation to geographically restrict repeat offenders, or encourage civil suits that seek restraining orders against them.

Don't give money to panhan-dlers, but write generous checks to organizations that help the poor and homeless.

Strengthen Hennepin County's Community Court. That means a bigger jall, many more probation officers, better social service options and clearer, swifter procedures. The system should depend more on arrests and less on citations, and should employ both community restitution and a menu of mandatory social services.

Strengthen collaborative entries already underway among law enforcement agencies, business and neighborhood groups and the court system. More cops are needed and transit police must pay far more attention to bus stops.

Enact a Special Services
District that uses private
resources to inject a higher
level of security, cleanliness and landcape beauty than the city will provide

Strongly consider livability crime in the current redesign who f transportation patterns.

Two-way auto traffic, high-frequency shuttle bus service and attractive, well-list sidewalks would help immensely to enlime the street restreet restreet. enliven the streets, restore retail and marginalize disorderly behavior.

Insist on transparent design at street level — shops and offices with a view to the sidewalk. The more eyes on the street, the better.



BARL SELIBERT - Star Tribune 1982

Cleaning up New York City's subways was the first step toward cleaning up the city. Serious crime declined 57 percent from 1995 to 2005, while Minneapolis' declining crime rate started to rise again in 2002. Since then it's up 17 percent.

# How **New York** got its groove back ... and what it could mean for Minneapolis

■ BERG FROM AA1

Deputy Police Chief Rob Allen told of recently walking down Hennepin Avenue in full uniform and being Avenue in full uniform and being forced off the curb by a line of gang-ster lookalikes. "If that's their level of respect for me, imagine how they treat other people," he said. Police officials describe a turf war between- the unruly few and the hundreds of thousands of lawful people who have invested in homes, have jobs or love to visit downtown. For them, getting hassled feeds a perception of danger, and in these matters perception is evand in these matters perception is ev

### Do sweat the small stuff

Do sweat the small stuff

Although the epidemic of crime and disorder that hit New York in the pigos far outvelighs in scope and severity anything Minneapolis could imagine, New York had responsive impulses that Minneapolis lacks: a public eager to confront rather than retreat from the problem; a huge police force able to tackle crimes both small and large, and, most important, a court system willing to take small crimes seriously. The courts were especially instrumental in transforming the Times Square theater district from the squalor and danger of "Midnight Cowboy" and "Take Driver" to asie, family-friendly extravaganza of neon and commercial gitz.

Business and family trips have brought me here many times over the past 30 years, and memories light comboy from the bad old days. To arrive at Penn Station meant stepping around scores of vagrants lying on the floors. "Squeegee men" extorted money from drivers after slopping heir windshields with dirty water. Con men jammed subway turnstiles and demanded "tolls" from passing

their windshields with dirty water. Con men jammed subway turnstiles and demanded "tolls" from passing commuters. Train platforms reeked of urine. Trains were smothered in graffiti. Streets billowed in trash. Hucksters and pahandelres overran Times Square. Prostitutes worked the lines at Broadway shows. As attendance declined, some theaters went dark; others converted to porn. As Adam Gopplik wrote in the New Went dark others converted to porn.
As Adam Gopnik wrote in the New
Yorker, "Hell wafted up through the
manhole covers."

manhole covers."

In such an atmosphere violent crime grabbed an easy foothold. Times Square precincts often led the city in felonies. By the mid-1980s, one block on 42nd Street averaged 50 ported crimes per day. When a young tourist from Utah was slain in front of his family on a Midtown subway platform in 1990, New Yorkers had had enough. Broken-windows policing was installed, first in the subways, then on the streets as part of In such an atmosphere violent crime grabbed an easy foothold.

Times Square precincts often led the city in felonies. By the mid-1908, one block on 42m of the felonies. By the mid-1908, one block on 42m of the felonies by the mid-1908, one block on 42m of the felonies. By the mid-1908, one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies. By the mid-1908, one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the mid-1908 one block on 42m of the felonies by the felonies by

the police. Hired also were sweepers to catch litter as it hit the pavement and to remove graffiti as it appeared. The new standard was not excellence, but perfection." said Dan Biederman, a key business leader in these efforts.

A new Midtown Community Court, located near Times Square and designed exclusively to handle livability crimes, played an especially important role. "Judges realized that there are no victimless crimes," said Greg Berman, who directs the Center for Court Innovation, a judicial think tank. "On livability issues, the whole community is the victim."

Räther than ticketing livability offenders (tickets were usually ignored), police began arresting suspects and

fenders (tickets were usually ignored), police began arresting suspects and holding them in jail. New procedures required their arraignment within 24 hours, leading most often to sentences that included community service. Offenders strapped on blue outfits and spent two days picking up trish, painting light poles or scrubbing walls (although graffiti and public urination have now nearly disappeared from midtown Manhattan).

perience livability issues firsthand. "I deeply love this city. Sometimes cities have to be fought for and protected. As I like to say, it's nice to be nice, but who pays the price?"

It's popular now for New Yorkers to ridicule Times Square's middle-brow excesses (a gigantic Gap, Niketown, ESPN Zone, MTV, Applebee's, etc.) and to bemoan Disney's role in sanitizing the area. But a cleaner, safer Times Square has leveraged more than 35 billion in private investiment since 1990. Pedestriant traffic is up 200 percent. Loitering has disappeared. Broadway shows are back. Hotels and office towers are brimming. The homeless number only in the teens. Violent crime has declined by 85 percent in the district and 75 percent citywide. Street rict and 75 percent citywide. Street crime seems to have been priced out of the market... "Let's see, in all of March no as-

"Let's see, in all of March no as-saults, two burglaries, two robber-ies, no murders, no rapes," said Bob Esposito, peering at a comput-er screen showing Midtown crime statistics. "Back in the "80s we had 15' robberies a day." Esposito helps run

**« THOSE DAYS SEEM LIKE YESTERDAY,** AND THEY SEEM LIKE A MILLION YEARS AGO. [PEOPLE DECIDED THAT THE] STREETS BELONGED TO THEM, THAT THE COMMUNITY WOULD SET THE STANDARDS, AND THAT BEHAVIOR BELOW THOSE STANDARDS WOULD NOT BE TOLERATED. »

Richard Weinberg, a Community Court judge in New York, on the problems that threatened the city's well-being in the 1980s.

# High standards for behavior

They also got a mandatory dose of social service. The idea was to use the moment of arrest to intervene with drug or mental health treatment, supportive housing, educational optortunity or job training.

"I was wasting my life," said Marshall Adams, 39, a drug offender who turned the court's training offer into a job as a telemarketer. "Hanging on the street was getting me nowhere."

The Times Square Alliance, a business association that, among other things, provides more than 100 uniformed escurity officers and sanitation workers to augment city cops and crews. Yorkers care for their city," he said. Indeed, "broken windows" is an a job as a telemarketer. "Hanging on the street was getting me nowhere."

the Times Square Alliance, a business association that, among other things, provides more than 100 uniformed security officers and sanitation workers to augment city cops and crews, "We want to show everyone that New Yorkers care for their city," he said. "Environment matters."

Indeed, "broken windows" is an environmental approach. Malcolm Gladwell, in his 2000 book, "The Tipping Point: How Little Things Can Make a Big Difference," suggests that all people, whether lawabiding or criminal, take cues from their surroundings. Most people will avoid a shabby street with unpredictable characters lurking about, while criminals will see opportunity and permission. "Behavior is a function of social context," he wrote.
"Gladwell has it right," said Kelling, We had finished our dinner.

"Cladwell has it right," said Kel-ling. We had finished our dinner. Grand Central had gone quiet. The waiter hovered, checking his watch. I asked the broken-windows author a final question meant to traverse the vast distance between the squalid old Times Square and the dazzling new one: What happened to the squee-gee men?

gee men?

"Well, I don't know," he said. "They haven't taken their business to New Jersey or Connecticut. I guess we just took away their opportunity."

While New York is 20 times larger than Minneapolis, its police force of 38,000 officers is nearly 50 times larger.
 2) Other high-profile crimes of the era included Bernard Goetr's "vigilante" shooting of four muggers on a subway 1984 and the rape and severe beating of a Central Park jogger in 1989.

# Editorials

Editorials represent the institutional voice of the Star Tribune. They are researched and written by the Editorial Department, which is independent of the newsroom.

# StarTribune

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# Minneapolis could learn from New York

More cops, courts and social services; prettier streets.

Minneapolis is a city moving

rapidly in opposite directions.

As its grand new downtown library prepared to open last month, crews were dispatched to scrub the reeking bus stop/public urinal just across the street. As the Guthrie scrambled to open its new theater with majestic views of the river, workers hastened to remove graffiti smothering the Third Avenue Bridge. As luxury condo towers continue to rise, new residents hesitate to explore downtown on foot, not for fear of crime — down-town is remarkably safe — but because a perception of neglect and distrust grips the sidewalks. Many are treeless and shabby, lined with broken fences, crumbling curbs and blank storefronts. Some are sprinkled with panhandlers, drug dealers and foul-talking youth.

As author Malcolm Gladwell has written, context matters. People act as their environment suggests. Most people will avoid even the perception of hassle or disorder; criminals flock to such an environment.

Downtown is increasingly where the high life meets the low. Police describe a developing turf war between the hundreds of thousands of lawful people who daily live, work and visit one of America's best and liveliest downtowns, and a handful of persistently disorderly people who threaten the city's aspirations. This is a delicate matter because poverty, race, culture, mental illness and Minnesota's social conscience are all in

But the single most important feature of successful urban life is trusting the stranger. When trust breaks down and comfort recedes, when cities overlook small crimes - from littering to loitering - they risk losing everything. Minneapolis has not reached New York's 1980s tipping point, as described in Steve Berg's essay on this section's front page. It may never. But the astonishing rebirth of Times Square — and much of Manhattan — offers lessons.

Aggressive policing (sometimes overly aggressive) did re-

### MINNEAPOLIS CRIME

28 Percentage decline in violent crime since 1998. 18 Percentage increase in violent crime since 2005. 7 Percentage increase downtown since 2005. 2,791 Arrests for livability crimes downtown since January 2005. 67 Percent of arrestees who fail to show up for court. 1,342 Number of criminal cases that 33 chronic offenders have generated since 1985. 3.7 million Public dollars spent on those 33 people. Source: Minneapolis Police, Hennepin

move thousands of petty criminals from the streets and played some part in New York's dramatic decline in violent crime. Just as important was a beefed-up court system designed to swiftly handle livability cases, as well as an insistence on restorative justice and a menu of generous and mandatory social services. New York's approach balanced the public's right to clean and non-threatening public spaces with offenders' needs for drug treatment, job training, housing and other services. Minneapolis, too, should employ both the hammer and the helping hand.

Citizens must demand higher standards for public behavior and the upkeep of property. Police must act decisively while making clear that arrests are based solely on behavior, not race. Courts must stop dumping livability offenders back on the streets. They need clearer procedures, better computers and far more resources, especially for probation and mental health. Judges and legislators, meanwhile, must acknowledge more fully the cumulative cost of livability crime. Hundreds of millions of dollars and untold dreams have been invested in new downtown homes, cultural venues, transit and businesses. Having come this far, the city cannot now retreat.

# Changes ahead for streets and buses

Downtown Minneapolis is moving toward 24-hour model.

Successful cities adapt. When automobiles gave rise to suburban living and shopping, Minneapolis responded by pulling up streetcar tracks, building skyways, clearing huge expanses for parking lots and turning downtown streets into wide, one-way commuter funnels for rush-hour traffic.

Now, 50 years later, that model is obsolete. Central Minneapolis is becoming a 24-hour city — not just a zone for commuters to "borrow" on workdays but a multilayered community for jobs, housing, shopping and entertaining. A new urbanized transportation scheme is required

That's the aim of "Access Minneapolis," a 10-year action plan designed to match the changing market. The new plan won't change everything. Skyways won't be ripped out. Streets that feed freeways won't be narrowed. Parking won't disappear. But there will be a new emphasis on pedestrians and transit. Downtown "has no choice but to invest in more efficient modes of transportation than the car," says a draft report, noting that transit can move up to 18 times more people per lane per hour than autos. "This is a matter of simple geometry not ideology — and it is a challenge being faced by all growing urban centers.

Specific changes will be driven by the market, by public comment and by the experience of other urbanizing cities. Among the possibilities:

• Buses may be concentrated on just a few downtown streets. These transit malls would allow buses to pass one another, thus moving twice as many people three times faster than the single-file crawl now imposed on downtown buses. And the frequency of service might allow buses to double as shuttles within downtown, much like Denver's circulators, which operate at intervals of 55 seconds.

• Some one-way "commuter streets" may be converted to twoway "community streets" with wider sidewalks, lots of trees and fewer lanes for cars. The change would reflect downtown's transition to a mixed-use atmosphere.

• Streetcar loops, like those in Portland, San Francisco and (soon) Seattle, might also be considered as links to Uptown and other close-in districts. The Central and Southwest LRT corridors and the Northstar commuter rail line must also be factored in, although rail projects aren't expected to arrive fast enough to accommodate downtown's growth.

Indeed, the entire plan may be futile given that the state holds the purse strings on transit. The legislative trend has been to cut bus service and to reject the dedicated transit funding that other cities enjoy. The state also may be unwilling to alter its 1950s-era street standards to meet the city's needs.

Despite those difficulties, the city would be unwise to ignore the market trends that are reshaping its central districts. We offer three initial suggestions. Major destinations (museums, stadiums, theaters, etc.) should be factored in. The beauty and quality of public spaces should be emphasized. And, the advantages of walking and street-greening should be taken into account.

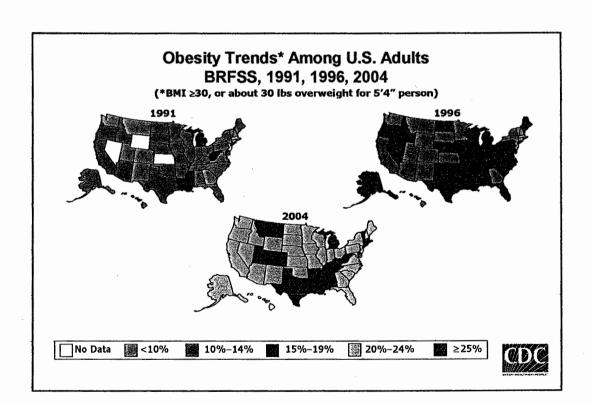
# Obesity Trends Among U.S. Adults 1991 – 2004

# Definitions:

- Obesity: having a very high amount of body fat in relation to lean body mass, or Body Mass Index (BMI) of 30 or higher.
- Body Mass Index (BMI): a measure of an adult's weight in relation to his or her height, specifically the adult's weight in kilograms divided by the square of his or her height in meters.

Source: Centers for Disease Control and Prevention (CDC)
Behavioral Risk Factor Surveillance System (BRFSS) annual survey





Approximately 112,000 deaths are associated with **obesity** each year in the US. Chronic conditions associated with obesity include Type 2 Diabetes, High Blood Pressure, Heart Disease, and

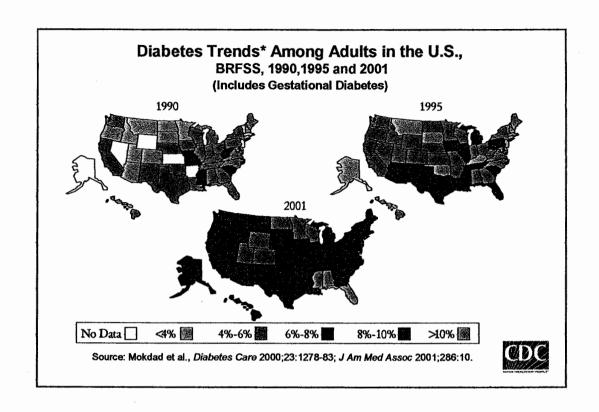
Breast and Colon Cancer.

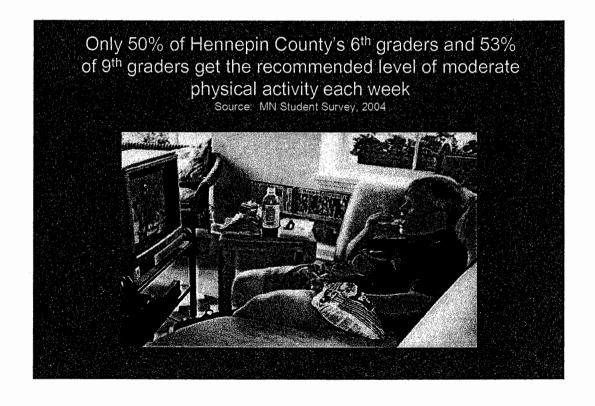
Source: FAQs about Calculating Obesity-Related Risk. CDC 2005

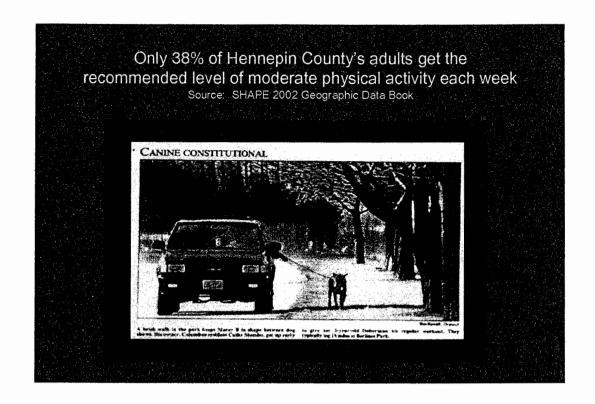
# **Diabetes**

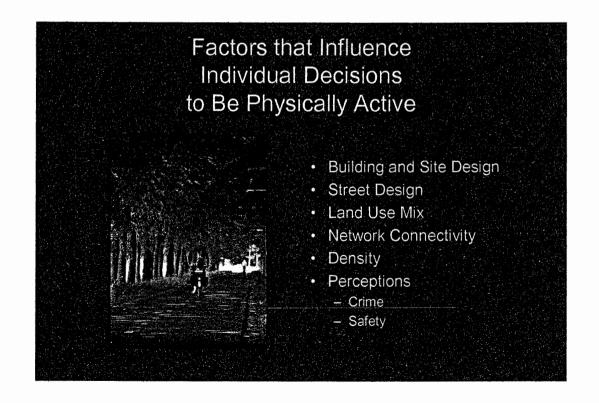
- Diabetics do not produce or properly use insulin needed to convert sugar and other foods into energy for the body
- Type 2 diabetes accounts for 90% to 95% of diabetes cases, and can be delayed or prevented through proper diet and exercise
- Sixty-five percent of Americans with diabetes will die from a heart attack or stroke
- Of the estimated 83,000 Hennepin County residents with diabetes, roughly one third do not know they have it
- Diabetes is the sixth deadliest disease in the Hennepin County
- Type 2 diabetes is on the rise in children as obesity rates rise

Source: Hennepin County Community Health Services Assessment: Diabetes









Los Angeles architect **Thom Mayne** has been awarded the **Pritzker Prize**, the highest honor in the field of architecture. What Mayne has said about the function of architecture sets the stage for our conversation today and the reason why Gianni Longo -- a national expert on public places -- is so crucial to it.

"The aesthetic of architecture has to be rooted in a broader idea about human activities like walking, relaxing and communicating. <u>Architecture thinks about how these activities can be given added value.</u>"

"I absolutely believe that architecture is a social activity that has to do with some sort of communication or <u>places of interaction</u>, and that <u>to change</u> the environment is to change behaviour."

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Last update: July 16, 2006 - 4:20 PM

#### Editorial: Toward life on a 'smaller footprint'

Met Council should expand parks in both suburbs and cities.

Sustainability is a popular concept in city planning because it expresses in a single word the idea of securing for future generations places that are attuned to the environment, the economy, energy resources, climate change, public health and social well-being. Two recent items from the Metropolitan Council suggest that this region is headed in a more sustainable direction:

- Suburban development is consuming open land on the metro fringe at a pace 20 percent slower than in the 1990s, the council reported last week.
- Peter Bell, the council chairman, said he intends to launch a joint effort with the Trust for Public Land to expand the metro park system by 35 percent by 2030. The hope is to protect from encroaching development 18,000 acres in the outer reaches of Anoka, Dakota, Carver and Scott counties.

First let's consider the slow-down on suburban land consumption. For two decades, Twin Cities suburbs devoured open land at a rate that embarrassed a region once famous for good planning. Between 1982 and 1997, the metro's population grew by 25 percent as its urbanized land mass grew by 61 percent, one of the worst sprawl rates in the country (see table). The pattern was extremely costly, adding to traffic congestion, energy waste and the redundant extensions of sewers, roads, schools and other public infrastructure.

Sprawl still takes a heavy toll, but the market has begun to drive a marginal shift toward more efficient patterns. Baby boomers are moving to lofts and condos. Higher land prices are enticing young families into townhouses or onto smaller lots. Commercial developers are trying mixed-use projects.

Indeed, the reality of global warming should compel everyone to make a smaller "footprint" on the earth -- which brings us to Bell's push for more parks on the metro edge. His aim is to raise \$100 million from private sources by 2030 because he expects government budgets won't allow the acquisition of enough park land to meet demand.

"It's important to act well in advance," he said, "because once the land is gone, it's gone."

As part of the push, Bell aims to extend the metro trail network from 177 miles to 877 miles. Indeed, trails and parks are, as Bell describes them, "the region's crown jewels."

But here's a suggestion: If the trend toward higher-density living continues -- as is plainly suggested by demographics, gas prices, global politics and climate change -- then shouldn't the council also consider expanding parks closer to

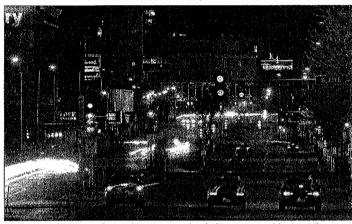
where more people will be living: near the metro core? We think so.

It's important not only to preserve natural open space on the edges, but to reconvert vast downtown parking lots, barren downtown sidewalks and underused strip malls and industrial sites to green spaces, both to attract efficient urban living and to protect air, water and climate.

The greening of urban land has become the newest frontier for conservation organizations. The Trust for Public Land is busy raising private money to help Atlanta, Los Angeles, New York and other cities convert pavement to nature. Bell and the Met Council should make sure that Minneapolis and St. Paul are added to that list.

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# architecture



Mayor R.T. Rybak hopes to soften Washington Avenue, here looking west toward downtown, by creating a "grand promenade." A 1990s master plan for the area said traffic flow would hinder beautification.

more challenging to beautify than 3rd. A 1990s master plan

for the Minneapolis Mill Dis-

trict said taming the avenue was virtually impossible with

In Minneapolis, the built-in

weakness of the mayor's posi-tion means the bully pulpit can

be his most powerful post. In contrast, the 13 City Council

members wield great authori-

ty in their individual wards. If

one council member is inter-

ested in New Urbanism, as for-

mer 10th Ward Council Mem-

ber Lisa McDonald was, she can push for New Urbanist

projects in her ward. If another

council member lacks interest

in urban design, little happens. in urban design, little happens.
Minneapolis is no Chicago,
where Mayors Richard, Daley
Ir. cansunlaterally decree the
beautification of Michigan Av-

enue, a green roof for City Hall and the creation of Millenni-

um Park.

In Minneapolis, to ensure long-term impact, elected of ficials must bring in private, stakeholders. That's what has kept Nicollef Mall a downtown success' story for 40 years. The mall-started as appublic private effort withsthe Downtown Council of Minneapolis, and hascontinued as suchable. Another example of sustained effort as the redevelopment of the Mill District, where the new Guthrie Theater now stands. Both as City Council

stands. Both as City Council president and as mayor, Sayles Belton, focused attention on

president and as major, sayles Belton, focused attention on the Mississi progressions. An outside afforce was screated similar to the one of years afforced by the first state of the fi

the traffic it carries.

 Minneapolis Mayor R.T. Rybak hopes to push design issues to the forefront with a desire to create urbane places. Washington could be even

By LINDA MACK

emember the Avenue of the Arts, Mayor Sharon Sayles Belton's effort to turn 3rd Avenue into a beauti-fied boulevard linking the Minneapolis Institute of Arts and the Mississippi River?

Wimpy grasses wave in the fake-stone planters in the middle of the street and Maya Lin's winter garden sits mostly empty.

What happened? R.T. Rybak defeated Sayles Belton and the Avenue of the Arts became another shelved plan.

In Minneapolis, urban visions are hard to sustain. As he starts his second term, Mayor Rybak is preparing to make his own mark on the city's landscape. On Tuesday he will dis-cuss "reweaving the urban fab-ric" at a public forum at the Museum of Russian Art. He will not

seum of Russian Art. He will not be listing specific projects, but rather, pushing design issues to the forefront, he said last week. Rybak isaid he went to Chicago and saw Millennium Park, the acclaimed \$475 million public art and architecture park on Michigan Avenue, but Tidion but to me back saving.

ture park on Michigan Avenue, "but Tdidn't come back saying, Let's do that," Minneapolis algready has greaty spaces. The challenge is to connect them? An example, het said, is auto heavy, Washington Avenue, where a streetcar, and treedlined sidewalks could link such individual projects as the new Guthrie Theater and the downtown library. "Welcould have a grand promenade. Washington Boulevard," he said. "As may consimply painting this vision helps move); forward."

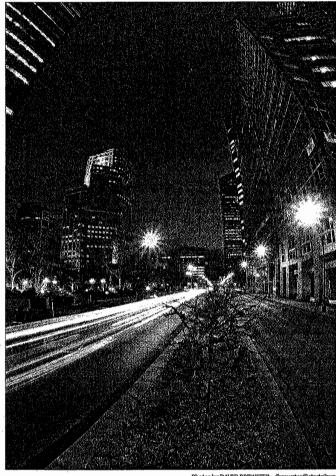
#### MAYOR'S FORUM ON URBAN DESIGN

What: Minneapolis Mayor R.T. Rybak will discuss "Reweaving the Urban Fabric: Creating Great Spaces for a Great City."

When: 5:30-7 p.m. Tue. Where: The Museum of Russian Art, 5500 Stevens Av. S., Mpls. Tickets: Free, but register with Gilhoi@aia-mn.org or by calling 512-338-6763.

cent restructuring, its develpment and planning functions re aligned more closely than hey have been since the 1950s. ood ideas and structures uld ensure their success.

nda Mack • 612-673-7124



Photos by DAVID BREWSTER • dbrewster@startribune

With their wimpy grasses, the fake-stone planters on 3rd Avenue in downtown Minneapolis have r lived up to the promise of former Mayor Sharon Sayles Belton's planned Avenue of the Arts.

# Reweaving the Urban Fabric: Creating Great Spaces for a Great City Prepared Remarks by Mayor R.T. Rybak

Tuesday, February 28, 2006

Yesterday morning a boy named Lucas was born at Abbot Northwestern Hospital. It's almost impossible to know what Minneapolis will look like when Lucas is 50. But we can certainly say this: The Minneapolis that Lucas is about to enter is far better able to grow into a great city than the Minneapolis I entered when my parents walked out of the old Swedish Hospital with me a half century ago.

Back then, Minneapolis and cities across America were moving in what we know today to be the wrong direction. Suburban sprawl was sucking the life out of corner stores and once-vibrant streets. Jobs moved further from our homes. Streetcar lines were ripped up. Freeways plowed through huge swaths of the city, segregating our neighborhoods and schools by destroying the parts of town where different cultures actually worked and lived together. The fabric that wove together walk-able urban villages, where shops and jobs were close to our homes, had begun to unravel.

As I grew older our sprawling, car oriented culture did even more damage to our cities and for most of my lifetime the neighborhoods of Minneapolis (and cities across America) were fighting an uphill battle against a popular culture that put little worth on the values that make cities great.

But the world that Lucas enters today is a far different place. Cities are now the place to be. With suburban congestion increasing and gas prices soaring, people want to live closer to jobs and transit. The Hiawatha LRT line is surging past anyone's expectations. As any visit to Eat Street will tell you, Minnesotans are willing to drive past miles of cookie-cutter chain stores to find one of a kind restaurants and shops that celebrate our diverse cultures. Developers may try to create "New Urbanism" on the side of a suburban freeway but why buy an imitation when can get the real thing?

For the first time in my life, the popular culture of America values urban living and no other city in America is as ready to step up to that challenge more than Minneapolis. Americans are moving back to cities and Americans are moving to Minneapolis. From 1990 to 2000 our city grew by 14,000 people and is expected to grow by as much as 50,000 in the next 15 years.

In spite of half a century of suburban sprawl, Minneapolis has stayed strong. In fact Downtown is now one of the first cities in the country to have recaptured all the population it lost after World War II. Neighborhood shopping streets like Lake Street and Central Avenue, and small corner commercial districts in all parts of town have come to life.

More than \$3 billion of business construction is underway and we are one of the country's top centers of the creative economy. A regional transit system is beginning to emerge with the Hiawatha line, the Central Corridor and Northstar Corridor all converging in the heart of Minneapolis. We have the greatest urban environment in America, the Grand Rounds is the greatest urban park system in America, and we are in the midst of the greatest buildup of arts institutions of any city in America.

Our city is growing, and that is a very good thing. But I believe that we are not just here to build the city but to weave it together, to restore the fabric that differentiates a great city from just another housing development, office park, or shopping center.

The New Minneapolis will not be about just housing, jobs or transportation in isolation, it will be an integrated collection of urban villages with quality jobs and stores within walking distance of our homes. Transit will support our commercial corridors and the economy grows because we are stewards of the greatest natural environment of any city in America. To reweave the urban fabric we have to get beyond the silos that often isolate our work. It is about how transit, community development, public art, beautiful architecture, environmental design, green-space, a tangible connection to commerce and services, even universal high-speed Internet access...and more... all work together to create great, sustainable spaces.

Fortunately, we are not starting from scratch. We have in place a Comprehensive Plan with strong policies and values. We are building a ten-year transportation action plan. We have dozens of boards and commissions engaging citizens at many levels of government. We have small area plans addressing local needs. Through all of this work, three core values should guide us as we build the New Minneapolis:

- Our streets aren't just ways to destinations; they are destinations in themselves
- Urban villages thrive on diversity
- Minneapolis should embrace growth, and guide it to create the city we want

Value #1: Our streets aren't just ways to destinations, they are destinations in themselves. Last year I visited Millennium Park in Chicago, which may rightfully go down as one of the great urban places created in the past decade. But as I walked away, I didn't think: Let's create one of those in Minneapolis. In a city with the Walker Sculpture Garden, a park within six blocks of every resident, a booming riverfront and many remarkable neighborhoods, our first challenge is not to create one more great place. Instead of spending the next few years creating our own version of Millennium Park, let's take that energy to reweave the connections between our great spaces. Our challenge is to link great places together band make those links between destinations - destinations in themselves.

Imagine the Sculpture Garden and Loring Park, already linked with Siah Armajani's great bridge, tied more closely to downtown via a better Loring Greenway being built next year, which

in turn connects to the Nicollet Mall, with a renovated Peavey Plaza and Xcel Plaza, leading to the new Central Library and Planetarium, and the Hennepin bridgehead.

Now think about Washington Avenue: Have you ever told a visitor to walk down Washington Avenue? But imagine this street transformed into Washington Boulevard, a grand promenade connecting the University of Minnesota, Guthrie Theater, Center for Book Arts, Mill City Museum, Brenda Langton's new farmer's market, MacPhail Center for the Arts, the Central Library and Planetarium, the new condos in the North Loop, the Cedar Lake Bike Trail and a new Twins ballpark. This link between the riverfront and downtown will be an unparallel concentration of culture. It will be a brain-way connecting students and professors to researchers at Valspar, to the Central Library to the emerging tech firms in the North Loop and on to Geek Squad's World Headquarters. It can be a grand promenade where residents of all those condos opening in the North Loop finally become a true community because neighbors meet on their walk to the Twins game or the new Whole Foods on Hennepin.

The remarkable concentration of new attractions along Washington Avenue make this an opportunity we have to seize, and in the grandest way possible. And the lessons we learn here by turning a street into a destination can be used in streets all across our city.

Take 10th and 11th avenues through the heart of Midtown. Today they are average residential streets. But with a new focus and vision - and a few more trees - they could become great gathering places that build community. On a spring afternoon a doctor from Children's Hospital could bike to Powderhorn Park and then down the Greenway, or kids from Andersen and Powderhorn schools can meet after classes and walk to the Global Market for ice cream.

This value of connecting great places together is especially needed to reconnect North Minneapolis with the rest of the city. The North side was separated from downtown by freeways. Well-healed neighborhoods were severed from neighborhoods in need of healing. Residents were separated from jobs and opportunity, and the area declined. Today we are reversing that trend with Heritage Park and its Van White Boulevard which will rebuild that connection through what is now the impound lot to the Walker/Guthrie area. The exciting Basset Creek Valley master plan will take this one step further, as will West Broadway Alive. These connections will make all of us better.

To grow our neighborhood commercial corridors – Broadway, Lake, Nicollet, Central, Washington, Hennepin – into destinations, transit must play a key role. Corridors that grew and thrived as centers of transportation can have new life as places where transit and people interact.

That is why we are focused on transit corridors throughout the city with our 10 Year Transportation Action Plan. And it's why we are launching a Streetcar Study to find the right corridor to demonstrate the transformative power of a real upgrade in local transit service.

Why a Streetcar? Because this is about neighbors using local transit as an integral lifestyle – riding a few blocks to get a hair cut, to the grocery store, the library, park or restaurant – all with the certainty that comes with fixed rail. The certainty that allows transit to aggressively build its own rider-ship; the certainty that attracts developers to build on a vibrant street that is far more

than a thoroughfare. Streetcars will make our major corridors a destination, not just a connection.

#### Value #2: Urban villages thrive on diversity.

I believe one of the reasons cities are becoming popular again is that they are among the last places in America where you can actually be surprised. Where in this country anymore can you find a place, or store, or district that isn't predictable? How many chain stores, how many housing developments, how many strip malls do you have to pass before you begin to ask: Haven't I been here before? Cities aren't immune; too many are trying to compete with suburbs by imitating them.

Let's say clearly and without question: Minneapolis does not want to be a franchise. Minneapolis does not want to be "McCity." We want to be a collection of urban villages, each with its own character, growing out of the best of who we are...all of us. Eat Street, Lake Street, Central Avenue and streets all across Minneapolis are coming alive because diverse people are creating varied businesses that can't be imitated. To continue to have these one-of-a-kind-businesses bloom, we have to go even further to make it easy for immigrants and entrepreneurs to do business in the city.

It also means every citizen of Minneapolis has a stake in fighting the cynical, wrong-headed political attacks being made on immigrants and gay and lesbian communities. Fighting for rights for everyone is the right thing to do; it's also about building the kind of city we want. Ask yourself: What would our Minneapolis streets and urban villages be like without immigrants and gay and lesbian communities? We are better off when all of us come together and this is a fight for all of us.

And we should hold ourselves accountable to shop our values. If you just talk about neighborhood hardware stores and spend all your money at Home Depot, you're not going to have a neighborhood hardware store. If you want unique restaurants in north Minneapolis, make it a point to eat this month at Coconut Grove, and El Amin's Fish Shop and Papa's Pizza.

A collection of urban villages by nature has diverse needs. At the same time, we have some city codes that by nature are applied universally across the whole city. Within the city we need to find ways to add flexibility to our code to allow different textures in different parts of town. Here's a quirky example: Our current city code rightfully protects us from becoming a city of fast-food drive-thrus, but those provisions also make it very difficult for Porky's Drive-In, a landmark for years in this city, to open on Central Avenue in Northeast. I know why the code says what it says, but surely that corner on Central, for years the site of a vacant gas station, would be better off if we found a way to allow a unique local institution like Porky's.

The best way to create cities that can't be imitated is to weave them around the natural environment and in this area we are truly blessed. We have the nation's greatest urban environment and thanks to Theodore Wirth and so many others, the nation's greatest park system. We owe future generations to continue to expand the system but also connect it to the rest of town. Parkways should no longer be seen as exceptions, but examples with lessons that can be applied to every street in town.

This is being done, and magnificently, with the Midtown Greenway as it links the center of town with the Chain of Lakes and the Mississippi via the spectacular proposed bridge that will cross Hiawatha. Let's keep going, with the a bikeway along 40th St. S., which one day will include a grand bridge crossing 35W; let's weave northeast to the river via an 18th St. bikeway; let's use the new bike trails being built in north Minneapolis on Plymouth, and 26th and Lowry to connect neighborhoods like McKinley and Jordan to the river and Victory Memorial Drive. Let's make sure that green values are an essential aspect of all our urban villages.

#### Value #3: Grow the city, and use growth to build the kind of city we want.

As we build connections as destinations, as we find more alternatives to moving around from place to place in a car, we will find that we can comfortably open our arms to more growth. Remember that the Minneapolis of streetcar days, the city where there were actually ways to get around without a car, housed 500,000 people.

Think about it: At our peak Minneapolis housed 115,000 more people than it does today! That alone should convince us we have more room for more people. Not only can we grow, we need to grow. This region will have 1 million more people in the next 15 years and if Minneapolis wants to continue to be at the center of the region, we have to take our share.

We can grow, we need to grow, and we should also want to grow. Remember what made the streetcar city of Minneapolis so appealing - that city of half a million people right after the war had vibrant shopping streets, corner stores, and jobs near homes in part because there was enough density to support a truly urban, walk able lifestyle. The energy that makes street life so appealing is almost always the result of having a critical mass of diverse people, enough people to support great shops and restaurants and jobs and services in one place.

Growth to a city is like wind to a sailor: If you can direct it, the wind can take you to great places. So, one of our great challenges in the next few years should be to aggressively articulate where we want this city to grow. Our city plans say clearly that we want to grow along transit corridors and our Corridor Housing Plan is helping neighborhoods visualize how they want that to happen. We have created existing plans that show how developers and communities can come together to add more growth along Hiawatha, in the Basset Creek Valley, along South Lyndale, on the current site of the Upper River Terminal and other parts of the river. A decade from now new growth can make each of those areas as exciting as the booming Mills District is today. Making this happen takes work, which is exactly why we added three new city planners to engage citizens in areas like downtown and uptown.

Growth to a city is, indeed, like wind to a sailor, but sailors also know if you can't harness the wind, it can tip you over. Like a boat on the seas, we need to keep our balance, and keeping balance is part of the role of Mayor, and I will continue to hold the line to maintain that balance in Uptown.

Uptown is not downtown, and a surge of development threatens the fragile fabric that allows us to move from parks to dense commercial districts to single family homes in only a few blocks. I will continue to raise questions about the volume of development in Uptown, in part to protect that fabric, but also to push development pressure further east down the Greenway toward Lyn-Lake and Nicollet Avenue. I will support the project proposed by Arne Gregory at Lyndale and

the Greenway because it will help pull the energy we now see in Uptown further down the Greenway. And if we continue pulling the market to the east, we may finally create the market demand needed to take that step we all know needs to happen: Reopen Nicollet. That's worth fighting for.

#### Let's restate those values:

- Our streets aren't just ways to destinations; they are destinations in themselves.
- Urban villages thrive on diversity.
- Minneapolis should embrace growth and use it to create the city we want.

Together these values can help us build the New Minneapolis, but the values themselves are not new. They are the values that were core to the city's growth during the first half of the century, and they are values you can find in the city's Comprehensive Plan today. It's time to bring these values to life, to take them off the shelf and into action.

We also need to have all parts of the city government working together, and working with the same values. I realized coming into office that just as we need to reweave the city, we also need to reweave the city government. That's why we merged the planning and economic development arms of the city into the new Department of Planning and Economic Development. It's why we need to now integrate that effort with our work on transportation and public works.

It's also why we need more than ever to have a strong, visionary Planning Commission and why I hope many of you apply for the opening on the commission that now exists. The Commission – with representatives from the city, parks, libraries, schools and community – already works overtime appraising the regulatory issues of how new developments in the city conform to existing city code. They are mostly citizens giving great amounts of their time and they deserve our applause.

Now that we have thanked them, I have to say we need them to do even more work. We need the commission to periodically stand back from and help pose for the community the larger questions: How do we encourage pedestrian-oriented streets? How wide should our streets be? What is the role of public art? When should we be reconnecting to an historical part of the city and when should we be moving ahead? Should there be limits on height?

And as we reweave city government, we also need to reweave our connections to the thousands of people in this city who care about building great spaces. Look at this room! We need every one of you, and the hundreds of others like you throughout Minneapolis, to create an ethic in this city that inspires and demands great design in every corner of town.

Toward this end, I am excited to announce tonight the creation of the Mayor's Great City Design Teams, modeled after the Governor's Design Teams which for more than a decade have engaged volunteer architects to help communities across the state plan their futures. In conjunction with the American Institute of Architects 150th anniversary, the Mayor's Great City Design Teams will recruit 150 architects to work directly with community organizations on visions for our neighborhoods. These architects would partner with other design professionals at the Urban Land Institute, the University of Minnesota, landscape architects, public artists and city staff to incorporate visions for the community with existing city plans and initiatives, including the 10-

year Transportation Plan and Sustainability Plan, our small area plans and Neighborhood Revitalization Plans.

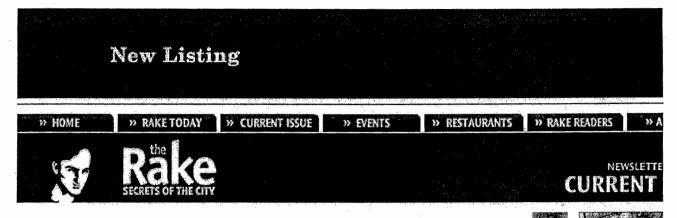
Community groups can apply to have the Mayor's Great City Design Teams available to work directly with neighborhoods and city staff and their visions will be directly incorporated into the city's 10—year comprehensive planning process that begins next year.

I am also pleased to announce that the first project of the Mayor's Great City Design Teams will be to convene all the parties along Washington Avenue to help create a vision for the great Washington Boulevard.

Along with the work of the Mayor's Great City Design Teams, I want to make a call to all of you as a community, to actively engage in all parts of the planning of our city. We need both your vision and your action. As the ancient proverb says, vision without action is just a dream; and action without vision is a nightmare. We need professionals and visionaries like many of you to be more involved in neighborhood decision-making bodies. Spend less time talking to each other and spend more time talking to your neighbors. Take fewer trips to other cities you love and spend more time actively working with your neighbors to build urban villages we ALL love.

If we do nothing more, Minneapolis will be one of the better cities in America. But is that enough? I ran for Mayor five years ago because I couldn't get a single phrase out of my head: I was born in a great city and I don't want to die in a mediocre one. Generations before us have brought Minneapolis to the edge of greatness. Now it's time to go further, for Minneapolis to claim our rightful place as the Great American City of our time. And we should settle for nothing less. Thank you.

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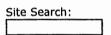
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#### The Long Walk

A year on foot in Minneapolis. by Jennifer Vogel, photo illustration by Lucas Saugen - April 2006

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A year ago, I made a trip to Copenhagen, which is arguably one of the most walkable cities on the planet. Despite the presence of real winter-it was snowy and around twenty-five degrees while I was there—the streets were full of people walking, to shops and parks and jobs, as well as to and from the extensive, easy-to-use subway system. Downtown Copenhagen looked like an enormous, ongoing street festival, much of it having been designated pedestrian-only. People roamed on foot and on bikes, dressed in fur boots and vests and giant hats (Viking fashion is very big in Copenhagen). Street vendors sold vegetables, flowers, and disconcertingly blazing-red hot dogs that were nonetheless delicious.



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Coming from Minneapolis, I found this spectacle quite inspiring. There it was, February, and I was witness to genuine, thriving street life. The benefits were readily visible. The Danes, who wash down lunches of pâté, cheese, and hard-boiled eggs doused in cream sauce with glasses of beer and akvavit, happily trundled along, fit as fiddles, nary a one of them morbidly obese. Even puffed up in furry outfits, they looked slim.

Gung ho and rosy cheeked, I returned home vowing to follow the Danish example. I had been as guilty as anyone of hopping into the car to drive three blocks for a carton of half-and-half. Walking, I thought, would make me healthier and happier, and at the least lessen the cumulative impact of all that half-and-half. This alien habit of putting one foot in front of the other just couldn't be a mere matter of geography. After all, our weather isn't much more extreme than Copenhagen's. The average temperature in January, Minneapolis' coldest month, is twelve degrees—nothing a fleece dickey can't handle. The average in July, our hottest month, is seventy-four.

Yet, while the typical Copenhagener is willing to walk a mile or more to get where she is going, for Americans "the general research is that most people will not walk more than two blocks," said Judith Martin. She is director of the University of Minnesota's urban studies program and chair of the Minneapolis Planning Commission, as well as an avid hoofer herself. "Everybody here has a car. Even everybody who lives downtown has a car."

Determined to stretch my tolerance level beyond two blocks, to eight or nine blocks, a mile even, and with the image of those slender Danes in the back of my mind, I began walking. Just about every day in the past year, I've put on comfortable shoes, with no regard for style, and gone where I needed to go. I walked to the local grocery, hiked downtown for dinner or shopping, and trekked from Northeast to the warehouse district for work. Granted, my employer doesn't impose a dress code—well, I think we have to be dressed—so I was free to show up in tennis shoes, a little dewy under the arms.

What did I find, after a year of strolling the curiously gum-free streets and





The Rake: Features: The Long Walk

Page 3 of 11

sidewalks of my home city? Walking is easy. Minneapolis is not.

Copenhagen wasn't always the calf-sculpting city it is today. In fact, it used to be a lot like Minneapolis, loaded with parking lots and overrun by cars, a place where people squeezed by each other on skinny sidewalks, choking on exhaust. Then, in 1962, the city's main drag, Strøget, was converted to a pedestrian walkway, with no çars allowed. It was an experiment, and was greeted as such. People were skeptical. Local papers proclaimed, "We are Danes, not Italians." Sounding a lot like Minnesotans, they stated, "Using public space is contrary to Nordic mentality." Nevertheless, the new Strøget was an immediate, resounding success. The street filled with people, and has been heavily trafficked since.

Led by renowned Danish architect and urban designer Jan Gehl, the city converted more streets in the following years. And then, gradually, over the course of several decades, it added a series of public plazas, usually by tearing up parking lots. The changes were gradual, so as to be absorbed without much disruption. People adapted and shifted their mode of transport from autos to mass transit or bikes—or walking. Gehl gained the cooperation of lawmakers by conducting studies and presenting statistics that proved walking's many benefits. Not only is it a cheap, quiet, and environmentally friendly way to get around, but it offers financial perks too. Pedestrians are generally less destination oriented than drivers. They window shop, so they spend more money. Eventually, nearly a square mile of Copenhagen's center was carrestricted. Gehl called it "taking back" the streets, which is quite different than the American version, which involves the occasional neighborhood barbecue and lots of dialing of the police.

The idea underpinning Copenhagen's transformation is an optimistic one. It dictates that squares and streets—public spaces—can be whatever people want or need them to be. They are flexible, open to interpretation; activities occurring there are not predetermined, but allowed to organically evolve. Cars were replaced by café tables, concerts, festivals, markets, even the occasional juggler. "First life, then spaces, then buildings," Gehl has said. "The other way around never works."

Gehl's way has worked wonderfully. At all hours, Copenhagen is lit up and active. Due to the predominance of old buildings, and because new development tends to be human in scale, the city's core is lined with small, interesting storefronts. There are endless restaurants and shops in which to sit or browse. Because it's a place where people want to be, Copenhagen has succeeded in getting those people out of their cars. According to recent statistics, eighty percent of city-center traffic is by foot; fourteen percent is by bicycle. Gehl, a font of philosophical interpretations, parses cities into four categories: the "traditional city," where there always have been good walking routes, markets, and the like; the "invaded city," which used to be pedestrian friendly, but is now car dominated; the "abandoned city," where pedestrians have given up entirely; and the "reconquered city," which is where he places Copenhagen. Just try to guess in which category Minneapolis fits.

On the first day of my walking regimen, I slipped into hiking boots and filled a backpack with various work papers and skin lubricants. It was March, so nobody was outside. Nobody who wasn't in a car, that is. A recent survey asked Minneapolis residents to list their primary mode of transportation; seventy-four percent travel by car, sixteen percent by bus. Only two percent listed each bicycling and walking. That's not so surprising when you consider other city statistics, which show that the total number of "vehicle miles traveled" increased 129 percent between 1970 and 1990, and that since the 1950s, more than five hundred miles of highway have been constructed in the metropolitan area.

I marched along the sidewalk on Marshall Street Northeast, as cars spit up beads of gravel like BBs. I crossed littered sidewalks, closed sidewalks, unshoveled sidewalks. At the foot of the Broadway Avenue bridge, which has to be one of the most unpleasant in the Twin Cities, I was stopped in my tracks by a driver idling in a crosswalk. Of course, he was looking the other way. The backs of drivers' heads are now very familiar to me, but in those days, as a new walker, the experience was fresh. "Hey!" I yelled, to no avail. The streets of Minneapolis can be lonely and infuriating for those on foot, but blaming local drivers for not noticing pedestrians is akin to blaming Africans for not knowing all the words for snow.

As I headed into downtown, I found my route blocked by The Landings, an enormous suburban-style condominium development that runs along West River Parkway. I picked my way through a labyrinth of winding sidewalks designed to look private (and maybe they are), parking lots, and all manner of fencing. The few gates that would allow passage were so cleverly disguised that I had to squint to detect them.

That was not at all what the city envisioned back in 1996, when it unveiled "Downtown Minneapolis 2010: Continuing the Vision into the 21st Century"— the planning document that is still the most current for downtown. The idea was to "guide development" in order to create a city "that is constantly alive and filled with people." One goal of the plan was to eliminate the barriers separating downtown proper from the riverfront, the area's only significant stretch of green, because "open space serves as a recreational and visual amenity, and its presence lends identity, value and focus to an area." Unfortunately, in the case of The Landings, as so often happens, the interests of private developers and homeowners overwhelmed those of the public. Currently, in the mile between Plymouth and Hennepin Avenues, only Fourth Avenue connects the warehouse district to the Mississippi River.

In fact, it feels as if the whole of our downtown has been constructed to suit developers and businesspeople more so than ordinary citizens. The various "uses" within the city center are grouped into districts, with very little continuity between them: There's an entertainment district, a theater district, an office district, a retail district, a sex-business district, and, at least until the recent spate of condo building began mixing things up, residential districts. This sort of development, akin to the design of department stores, is thought to boost sales by grouping like businesses together. But it leaves us with a fragmented, patchwork-style downtown, where various blocks are in use only during certain hours of the day or night.

The Rake: Features: The Long Walk

This approach to planning is the reason a person can walk along West River Parkway north of Plymouth Avenue with no path or sidewalk or benches or landscaping to speak of—and then abruptly, simply by crossing one street, enter into an urban wonderland where all of these amenities exist (and, not coincidentally, enhance the value of rows of fancy townhomes). A city, ideally, should be more fluid than ours. It should encourage movement to and through all of its parts.

Minneapolis also has a tendency to favor large-scale, all-in-one development projects over intricate, more organic design plans. Megaprojects are generally more profitable for developers, and less complicated for the city. Therefore, our downtown has become a veritable museum of shopping-mall development. Take your pick: City Center, Gaviidae Common, the IDS Crystal Court, Block E, the Conservatory (R.I.P.). City planners will argue that their preferences are changing, but the difference appears strictly cosmetic. Block E might have a varied facade and several entrances, but that doesn't make it any less a mall. "Almost all cities have a tendency to go for these megaprojects," said Margaret Crawford, a Harvard professor of urban design and planning theory, in an interview back when Block E was still a gleam in its developer's eye. "And it changes the very nature of the city. Instead of being fine grained and having surprises, it turns out to be a big chunk with virtually no surprises."

Several weeks ago, Mayor R.T. Rybak held a "Great City Forum" in order to express his goal of "reweaving the urban fabric" of Minneapolis, connecting neighborhoods, green spaces, transit, and other amenities. "I'm very interested in improving the pedestrian experience so that we can create excitement just in walking down the street," he was quoted as saying in the Downtown Journal. Perhaps his most ambitious goal is to re-make Washington Avenue as "our next grand boulevard ... a grand experience connecting the University, Downtown, the North Loop and all the cultural experiences along it."

Unfortunately for Rybak, mayoral power within Minneapolis' government is weak compared with that of other cities, making it difficult to accomplish such expansive, long-term goals. Here, the power rests mostly with the City Council and agencies like the Minneapolis Park and Recreation Board. One council member may see the logic in improving the city's approach to urban planning, another may not: stalemate. The slow, methodical transformation of Copenhagen happened because Gehl lobbied for, and stood guard over, his vision for decades. The greening of Chicago—including the creation of downtown's vast new Millennium Park—was possible only because Mayor Richard Daley, now in his fifth term, possessed the commitment, and the power, to make it happen.

A vision similar to Rybak's was detailed back in 1996, when Sharon Sayles Belton was in office and Minneapolis was cooking up its 2010 plan, which called for a city center that "is pedestrian oriented, public in character, and rich in experience." This goal was presented in various ways, but included "a high quality system of parks, plazas, and tree lined streets"—specifically, a

public plaza along Hennepin Avenue—and "a vastly improved transit system," along with more inviting street-level commercial design. How is it that a decade later, just four years from 2010, hardly any of these goals have been met?

Martin nailed it on the head when she said, "A plan is a theoretical document until there is a development proposal that can make something happen." In other words, because developers have not approached the city, hats in hand and briefcases full of financial schemes, the plan has mostly collected dust. Of course, even if its goals aren't realized, documents like the downtown plan do serve at least to draw attention to problems. "The 2010 plan was very much about trying to reorient the perspective about downtown," Martin pointed out, "in the sense of saying ... why do we have to have the street be this completely unpleasant, really hostile environment?"

By summer, I had figured out a route to downtown that didn't include crossing the Broadway bridge. I cut through private property and walked over a train trestle where only a few of the boards were rotting through, and the "No Trespassing" sign had been obliterated by graffiti. Several times, though, I had to dash into the bushes to avoid being caught by police. One day, I was too slow. "What part of no trespassing don't you understand?" the sweating, crewcutted railroad cop asked. He threatened me with a fine and even jail time, but didn't make an arrest. In fact, he didn't even bother to get out of his SUV.

The river's edge was no longer abandoned. All of the joggers had run gleefully out the doors of the gyms where they'd been holed up for winter and paraded onto the waterfront, and even onto the barren sidewalks of downtown proper. At lunchtime, workers soaked up much-needed vitamin D; downtown's benches filled quickly, leaving people to perch on the edges of planters. Some were lucky enough to land tables at the smattering of outdoor cafes along Nicollet Mall, where the only unpleasantness shoots from the tailpipes of passing buses.

Many have wondered indignantly why we must have buses on the most pedestrian-friendly street in all of downtown Minneapolis. Martin's answer: "We don't have to have them. I think the only reason for buses on Nicollet Mall is habit. And retailers tend to be very nervous when stuff isn't going by their front doors." Of course, the city experimented, quite successfully, with rerouting buses for several hours in the evenings last summer; there were no logistical catastrophes, nor did the street's commerce crash. In fact, several Nicollet restaurants requested that the change be made permanent, and round-the-clock, from May to September.

This is one of many easy, no-frills, low-cost changes that would make downtown vastly more pleasant for walkers. Rather than waiting for a grand development plan—and a deep-pocketed developer to implement it—the city could, as in Copenhagen, make gradual changes. It could convert a single one-way street into a two-way, slowing traffic. And if that proved successful, it could then convert more. It could plant additional curbside trees for shade and wind protection. After all, as the 2010 plan notes, "Dollar for dollar, street trees are probably the best design investment downtown can make."

For a city that prides itself on livability, especially one that maintains an extensive park system, including the much heralded and Keebleresquesounding "Grand Rounds," it's puzzling, this reluctance to beautify downtown. Aside from the river and Loring Park, there is almost no greenspace anywhere. It's another symptom of the way planners have divided things up. In recent history, downtown hasn't been a neighborhood where great numbers of people live (only since 2000 has the population swelled to thirty thousand, from either nine thousand or twenty thousand, depending on whom you ask), but rather a place where business is conducted, end of story. Therefore it didn't need parks.

Recently, UnitedHealth CEO Bill McGuire offered to build a 7.5-acre park just east of the new Guthrie Theater, along the river. If he gets his way—and likely he will, since he's offering to design it and also pay for its building and maintenance; an alluring package for the city—the park will feature trails and hundreds of trees. "There is a history of Minneapolis having these spaces," he said, "and I think this vision's been a bit lost, to be polite."

Yet, McGuire's park wouldn't fix the center of downtown, where there are plazas scattered here and there, but only one significant patch of public grass, at a place called Cancer Survivors Park, on Nicollet and Washington Avenues. One sunny afternoon, I set out to eat lunch there and found it befuddling to say the least. Part of a national chain of similar well-intentioned memorials, the space is not so much a park as it is a reminder of mortality under the guise of inspiration. The grass is tiered, perfectly trimmed, and rarely trod upon. Instead, the occasional visitor is encouraged to navigate the "Positive Mental Attitude Walk," a cement sidewalk that skirts the borders of the grass. It's lined with illuminated metal plaques bearing such messages as, "Cancer is the most curable of all chronic diseases" and "There are treatments for every type of cancer."

Determined to eat my sandwich, I sat down on a bench that happened to directly face a stone wall. I looked up and noticed an engraving, the face of a woman who had died. Next to her image were the words, "I am here." I zipped up my backpack and went home.

Of course, Minneapolis had the opportunity to build a great park or town square on the site of the Block E entertainment complex, current home to chains like Applebee's and the Hard Rock Cafe. The space was vacant for more than a decade after the city tore down a block's worth of viable small businesses, so there was plenty of time to contemplate what to do with it. Occupying an iconic spot in downtown—some would call it the heart of the city—Block E was up for grabs. In the mid-nineties, a group called FORECAST Public Artworks proposed turning it into a plaza, an open and malleable place for exhibits, outdoor movies, ice skating, festivals, and so forth.

A public plaza would have fit right in with the city's desire to be more peoplefriendly, if you believe the 2010 plan, which recommends just such a place "in the Entertainment District to provide a focus, amenity and a location for outdoor performances for the surrounding theaters, Target Center and other entertainment destinations."

What we got instead was another mall. "There was just no way Block E was ever going to be a public square," Martin explained. "There was just too much public money into it. And the city needed to get its money back." Again, civic interests were sold out to the developer with the slickest presentation, and now Block E stands as a monument to Minneapolis' ongoing failure of imagination, its inability to conceive of downtown as anything other than a place being abandoned for (and in direct competition with) the suburbs. It's curious that so many Americans who grew up cruising malls flock to places like Copenhagen, Paris, Madrid, and Oaxaca for their vacations. It's as if the thriving public life in these cities is a fantasy, something rare and impractical, nothing that could take root here.

That mindset explains, at least in part, why our urban center feels like no place at all. It has come to resemble a sieve. Surrounded by a ribbon of freeway, it's rife with on and off ramps, enormous boxes of parking stalls, and streets that funnel motor vehicles in and out as quickly as possible.

With downtown's streets designed with autos in mind, it's little wonder that pedestrians turn to the skyways, even when the weather couldn't be more perfect for an outdoor stroll. The attraction can't be the skyways themselves—carpeted, climate-controlled tubes, lined mostly with chain stores and take-out joints. While Minneapolis continues to take pride in its extensive network, other cities, like Cincinnati, Dallas, and Hartford, Connecticut, have renounced their skyways (or skywalks, or sky bridges). Partly, that's due to the fact that they draw people and commercial business off the streets, and a city without street life isn't much of a city. "If I could take a cement mixer and pour cement in and clog up the tunnels, I would do it today," Dallas mayor Laura Miller said recently. "It was the worst urban-planning decision that Dallas has ever made."

Martin was dubious about the potential for a skyway backlash in Minneapolis. "I haven't heard anybody talk about getting rid of the skyways," she said. Forcing people onto the streets, making them walk around in the snow and heat like in the olden days, to her thinking, seems punitive. "If people have no alternative, then sure they will be out on the street. But it's a little prescriptive, you know?" Once, skyways must have seemed like a futuristic dream. Now, ironically, getting people back onto the sidewalks is the crazy idea.

One warm fall day, I set out to go from one end of downtown to the other using only skyways. I passed through the US Bank Plaza, One Financial Plaza, the Northstar Center, the Wells Fargo Center, and wound up in the all-but-abandoned City Center—not just disoriented, but thoroughly depressed. I made for the ground floor of City Center and stepped out onto Hennepin Avenue, with its scraggly, non-shade-producing trees and scattered benches. The wind blew bits of paper along the sidewalk, past giant empty storefronts that used to house the Olive Garden and TGI Friday's and Snyders Drug Store.

Besides the allure of development dollars, part of the attraction of malls and skyways over civic squares and public sidewalks is their perceived safety.

There are various ways to address the problem of street crime. One approach says that more people on the sidewalk makes for a safer sidewalk. Crowds and street-level stores and cafes leave fewer dark corners in which scoundrels can hide. But the more popular approach seems to be to forsake the street in favor of fortresses with parking ramps attached. Even the progressive-sounding 2010 plan spoke in contradictory terms on the issue of safety, touting the value of "street level" commerce while repeatedly praising the "secure and convenient" malls of the suburbs. Much of what the city has done planning-wise, whether carving up downtown into districts, building miles of skyways, or throwing up mall after parking ramp after mall, may in fact have made the streets more dangerous.

"There is a lot of concern about security and safety," said Martin, "so you create these environments that are read by the middle-class people who use them as secure and safe and then it's OK. Is that the best way in which to build a city? I'm not so sure." Martin supposes that the recent influx of downtown condo residents may spark development on a smaller, more flexible, more human scale. The city's newest residents tend to be on the prosperous side, thus they have political clout. Already, two grocery stores are going in. Perhaps parks and other amenities will follow.

I told myself it was just snowing outside, but in fact, there was a blizzard. Shortly after starting out for work, I realized that my boots were too short for the accumulated snow, made deeper by plow overflow from the street. I returned home and changed. Tough going it was indeed, like walking through sand. Onward I struggled, bundled up, quite alone, pointed into the snow that glanced off my eyeballs like tiny shards of glass.

The common misperception is that winter is the worst season for walking. Yet—early sunsets and the occasional ten-below-zero spell aside—winter is actually quiet, pretty, and cool enough to keep a pedestrian from overheating. There I was, crossing the bridge and peacefully crunching snow, maybe too much snow actually, when I spotted another walker headed toward me. Slowly, we came together in the whiteness. "Nice weather," I said. "It sucks," he retorted. That was the extent of the exchange. Except that after our passing I was able to step in his tracks and he, I presume, in mine.

It occurred to me that it shouldn't be so hard to be a pedestrian. If Minneapolis had a decent transportation system, I wouldn't have had to walk two miles in the blowing snow. Or cruise slippery streets in a car, either. In the early 1930s, the golden age of Twin City Rapid Transit, our system boasted 530 miles of track and more than one thousand streetcars—a network so extensive that it was said at the time that no Minneapolis resident lived more than three blocks from a station. Those figures indicate that our train system was once as good as, or maybe even better than, the one Copenhagen has now. But, along with rail in other American cities, Twin City Rapid Transit was unceremoniously dismantled in the forties and fifties. And now, through budget cuts and related fare hikes, the bus system is being undone as well.

When asked whether Minneapolis could regain its designation as a place where

both mass transit and pedestrians thrive, a place akin to Copenhagen or Chicago or even New York, Martin was quick to point out differences in culture. Sure, mindsets can change, she said, but "it's a slow process ... I don't think there is anything that's going to give you a crowded street at six o'clock on a January evening." That seems a bit resigned, considering that thousands of people gather along Nicollet Mall during the Christmas season to watch a series of Holidazzle parades. If there are reasons for people to come downtown—festivals, concerts, and so forth—they will come.

Of course, crowds flocking to a Broadway show or ball game don't in and of themselves constitute thriving street life. For that, you need commuters on foot, shoppers, residents—all kinds of people walking regularly, if not daily, from here to there. Martin was willing to concede that downtown's outdoor culture would be enhanced by increased bus and train service. "If transportation was improved," she said, "it would put more people on the street. For sure."

Interestingly, usage of the Hiawatha light rail line has been greater than expected, averaging more than twenty-six thousand riders each weekday. That's a strong case for more of the same. Like Strøget, that first pedestrian street in Copenhagen, light rail's Route 55 has been warmly embraced. If transit is provided, people here clearly are happy to use it.

By 7:00 in the evening, I'd finished a couple of after-work shots of Jameson at a downtown pub. The snow had ceased, leaving everything covered in a beautiful, pristine blanket of white—except for the sidewalks, which, thankfully, had been plowed. I crossed the Hennepin Avenue bridge, giving myself the necessary extra time to reach my destination. I considered the various small ways in which I'd adjusted to accommodate walking, and also the many wonders of Handi Wipes. It all seemed effortless now, natural even. My experiment was largely finished, but still my car sat at home in the parking lot, one of its tires slowly going flat.

Once over the river, in Northeast, I gazed back at Minneapolis's sparkling downtown, stunning against the starry night. A train passed beneath a nearby bridge, slowly gliding toward the skyline, no doubt carrying coal or some other commodity. If those tracks carried people, I thought, maybe I wouldn't have been standing by myself.



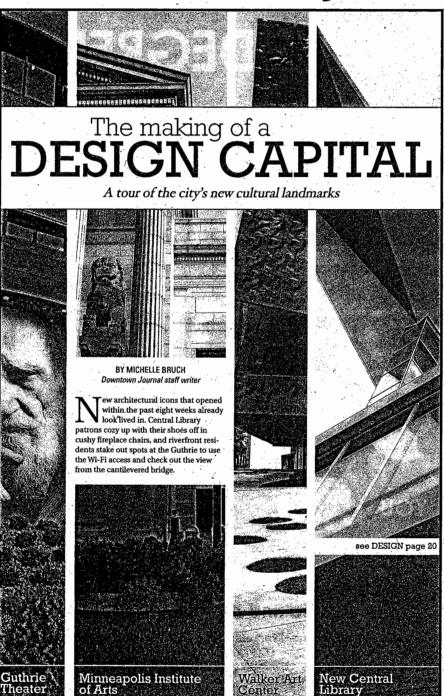
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Peter's Grill closes, might be temporary — page 7

# YOUR LIFE DOWNTOWN

JOURNAL-



#### New cultural showpieces put Minneapolis on design map

#### from page 1 DESIGN

Public and private foundations have poured \$386.8 million into the architecture of four new Minneapolis public spaces that have come to fruition in the span of just two years.

According to the Minneapolis Plan for Arts and Culture, the city's artistic and cultural resources already generate an estimated \$269 million annually. The 2000 Census indicated that arts and recreation jobs comprise 11 percent of the city's workforce — equivalent to 8,500 full-time jobs. The city's 110 arts organizations draw about 4.6 million visitors and audience members each year.

The recent investment has landed Minneapolis on the pages of national news magazines and turned heads in the travel industry.

Lee Henderson, media relations specialist for the Greater Minneapolis Convention & Visitors Association, said the national attention has an impact on convention bidding and marketing to tour groups.

"All the buzz about Minneapolis definitely makes it easier to sell Minneapolis," Henderson said.

#### A regional arts magnet

However, some say tourism of art and architecture is largely limited to locals.

Ann Markusen, director of the Project on Regional and Industrial Economics at the Hubert H. Humphrey Institute of Public Affairs, said the investment will impact the city's national image, but the greatest effect is confined to the metropolitan area.

"It's important economically to companies and the employees they are trying to attract to retain a strong distinctiveness and uniqueness in the place they live," Markusen said. "I personally believe that patronage for these institutions are mainly by people in the region."

She said Minneapolis is now enjoying the fruit of past investment in the arts, and the current splash in art and architecture funding has yet to play out. In the past 10 years, the city has invested more than \$100 million arts-related dollars into the economy. But the city still lacks a cost-benefit analysis of what type of arts investment is most effective, Markusen said.

"It's easy to overinvest in large landmark institutions," Markusen said.

# FALL THE BUZZ ABOUT MINNEAPOLIS DEFINITELY MAKES IT EASIER TO SELL MINNEAPOLIS.

 LEE HENDERSON, MEDIA RELATIONS SPECIALIST FOR GMCVA

Local arts and public centers have worked to draw notable architects to serve as lead designers in developing Minneapolis institutions.

Jean Nouvel did not submit a design statement to build the Guthrie Theater.

"We pursued him," said Guthrie Communications Director Melodie Bahan. "He works contextually with the environment ... and he had designed performing arts spaces before."

spaces before."

Karen Gysin, Walker Art Center's public relations associate director, said the Walker reviewed the work of several

architects before landing on Herzog and de Meuron, who were chosen because of their experience, their incoming knowledge of the Walker, and their interest in visual arts.

"We chose the greatest architect — and the proof is this design," former Library Board President Laurie Savran said in 2002 when Cesar Pelli's library design was unveiled to the public. "It's going to be a destination place."

Architectural Alliance Principal Tom DeAngelo said the influx of international talent was one way to draw national attention and put Minneapolis architecture on a pedestal.

"I think there has always been a strong innovative design community here for the past 20 to 30 years," DeAngelo said. "Bringing internationally acclaimed architects into the picture brings an energy and focus on design so the design gets really prioritized."

For the most part, these architects were given the funding and free rein to build completely innovative structures. Here's a snapshot of the new additions to the city's cultural map:

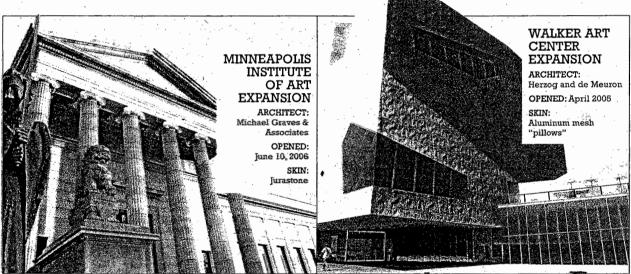
#### The new Guthrie Theater on the riverfront

Vitals: The \$125 million theater opened on June 25. The 285,000-square-foot space houses three theaters, 11 bars, a first-floor restaurant and a gift shop, as well as a 1,000 car parking garage across the street.

The Guthrie's cantilever, which extends 178 feet toward the river, was not an easily executed innovation.

"It was a significant engineering and design challenge without a column under it," DeAngelo said.

Architectural details: The windows in the Guthrie may seem haphazardly distributed when viewed from outside, but each window was specifically selected to highlight a view chosen by Nouvel. One window that looks



PHOTOS BY ALLEN SMITH

too tall for viewing is an isolated square cut-out of the iconic Gold Medal Flour sign, for example. Another window perfectly frames the Stone Arch Bridge

"Nouvel plays with your view and perception," Bahan said. Mirrors flanking either side of windows momentarily confuse the eye. Pictures that line hallways are screened with the same material used for private computer monitors, giving views that quickly come and go in a walk down the hall. Two brilliantly lit theaters have dark lobbies to create a better impact upon theater entrance; conversely, the black box theater's lobby space is set in a bright yellow box that juts out from the rest of the theater.

The "ghosts" of Guthrie's past were screen-printed onto the stainless steel exterior on an unprecedented scale. The stair step design above the 2nd Street entrance actually contains theater seats - the box that juts out on the left is the vomitorium, a passageway for the actors.

#### The Walker Art Center addition

Vitals: The \$73.8 million expansion opened in April 2005, featuring four new galleries, a restaurant, a new theater and a gift shop.

Architectural details: Architects Herzog and de Meuron borrowed a lace pattern to serve as a scrolling design used throughout the McGuire Theater, on the sidewalk of Hennepin Avenue, and on the sliding door of new gallery space.

The first floor inclines and descends at the level of the Hennepin Avenue sidewalk outside, giving gallery goers an indoor connection with the street. The interior walls' Venetian plaster was made of pulverized marble dust and applied by hand.

The architects' rule of thumb seemed to consist of sharp lines and surprising angles. Even a back staircase leading up to the McGuire theater consists of overlapping walls when viewed from below, designed to personify the origami of children making paper snowflakes. Audio bays

embedded into ground floor walls are popular spots for visitors to claim a cushioned seat and watch a personal TV screen. The metal-like material used on the exterior expansion and on some ceilings is aluminum mesh. dubbed mesh "pillows." The ridged pattern bounces light differently at every hour of the day.

#### Minneapolis Institute of Art expansion

Vitals: The \$50 million expansion includes a new 113,000-square-foot wing and 49,000 square feet of building renovation designed by Michael Graves & Associates. The new wing allows space for 20th-century and contemporary art, as well as traveling exhibitions. A three-story atrium topped by a cloud-painted dome offers doorways to new library space and print art collections.

Architectural details: The expansion's architecture is the most understated of the city's new additions. Flooring in the new gallery space is identical to the wooden pattern in the existing flooring, and the connecting galleries were designed to provide long sightlines so visitors could feel the expanse of the new space.

The museum's goal was a seamless flow, explained Public Relations Manager Lynette Nyman.

Flooring in the central atrium of the new space is made of jurastone, the same stone used on the new exterior. A meeting space also designed by Michael Graves features Maplewood barrel-vaulted ceilings. The 40 percent increase in gallery space emphasizes simple lines and geometric forms.

Groves wanted his addition to unite the modern 1974 expansion with the neoclassical elegance of the original 1915 building.

#### **New Central Library**

Vitals: The \$138 million library is a 353,000square-foot space that houses nearly 90 percent of the library's collection for public access.

Architectural details: The library design was aimed to convey an inviting community space. Fluorescent-style lighting does not glare from above, instead the lights are flipped upward and hidden above ceiling beams. The light bounces on the ceiling and back down to create a less glaring glow.

The ceramic fritting on the glass exterior walls have thicker patterns on the south side to lower cooling costs in the summer. The 360-foot winged roof extends to the edge of Nicollet Mall and towers above Hennepin Avenue

"It looks deceptively simple," explained Emily Watts, Neighborhoods Initiatives Coordinator. "Engineers said this was one of the most challenging design elements they have worked on."

Workers spent 24 continuous hours hefting the Hennepin Avenue roof piece into place.

The floor of the entrance hallway is part of the facility's \$750,000 budget for commissioned art. The glass blue lines are designed to represent knowledge flowing from one end of the space to the other, like a stone skipped on the water

The building's angled position matches Washington Avenue and the river in the north building, and lines up with 4th Street in the south building. A green roof with up to 7 inches of soil over the north building absorbs stormwater runoff and helps cool the structure. Water

runs into cisterns beneath the library, which pump

water back onto the green roof when soil censors indicate dry conditions. Electrical wiring, along with the building's heating and cooling system, stand in several inches of space underneath each floor.

> Michelle Bruch can he reached at 436-4372 and mbruch@mnpubs.com.



#### MINNEAPOLIS CENTRAL LIBRARY

ARCHITECT: Cesar Pelli & Associates with local Architectural Alliance

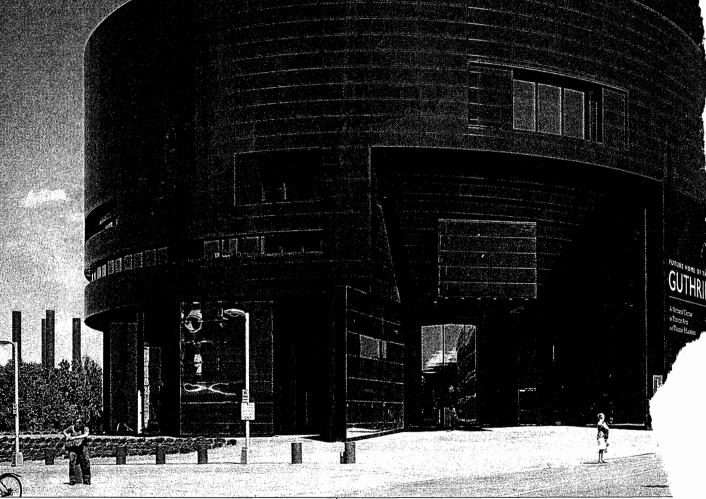
OPENED: May 20, 2006

SKIN: Fritted glass etched with birch trees, water, prairie grass and snow



# The Design

In the global culture, great ideas cross borders, economies, even generations. A Frenchman designs on the Mississippi, a Canadian makes chairs in Botswana, and an all-American fashion designer rediscovers a midcentury artist from Cincinnati. Dorothy Kalins and Cathleen McGuigan choose the best of the new.



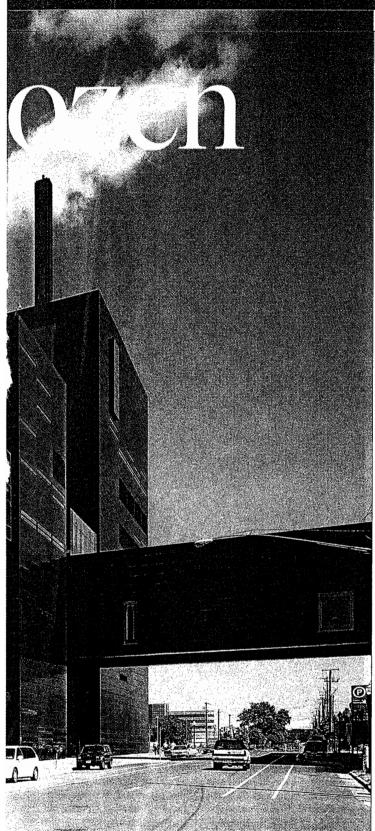
# Minneapolis: Design City

Minneapolis took root on the Mississippi where St. Anthony's Falls powered the city's early industries. A French missionary had named the falls after his favorite saint—and now another Frenchman has laid claim to the riverbank with the spectacular Guthrie Theater. Thanks to that and other stunning new buildings, the city's become a design boomtown.

#### A THE GUTHRIE THEATER:

French architect Jean Nouvel was so excited by the Guthrie site—"The Mississippi is mythic in France," he says—he insisted the theater be built 50 feet off the ground, for clear views of the river and those falls. His

clients thought the idea was crazy. When Nouvel wouldn't give in, they rented a crane. Up swooped the Guthrie's director, Joe Dowling, in a cherry picker with the architect to check out the vistas. "I was quivering," recalls Dowling, while Nouvel, a

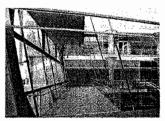


bear of a man, puffed a cigar and sang "Old Man River"-in French. "Jean was absolutely right," says the director. "It was extraordinary." Nouvel got his way, but his daring didn't end with the theater's levitation. He designed a huge drum shape to house the main arena stage, an "endless bridge" that cantilevers 175 feet toward the river and an elevated passageway that connects to the scenery shop built atop a nearby garage. Then he wrapped it all in midnight-blue steel. The result is

brazen, outrageous and wonderfula building as drama queen.

Founded in 1963 by the great British director Sir Tyrone Guthrie, the original theater was famous for its asymmetrical thrust stage, re-created here in the 1,100-seat main theater. Nouvel added an elegant proscenium theater-in luscious reds-and a "black box" space for experimental work. "For the artistic community," said actor Sally Wingert, arriving at the Guthrie one recent day on her bike, "it's a giant, gorgeous playground." For the public, too, it's as inventive inside as out. Whether you're cruising up the escalators, strolling the lobby bar and cafés or wandering along that "endless bridge" with a glass of wine. you'll glimpse surprising reflections and views of the city and the river. Nouvel plays with color-one vast window is tinted ski-goggle yellowand with illusion. At the end of the cantilevered "bridge," you encounter a big glass rectangle in the floor where, far below, you see the ground. It's a heart-stopping moment: at the new Guthrie, theatrical experiences won't be confined to the stage.

B MINNEAPOLIS CENTRAL LIBRARY: The heart of Cesar Pelli's glass-and-stone library, which opened last month, is an elegant, light-filled atrium. The façade's etched glass evokes a frozen forest.



C WALKER ART CENTER: A tour-de-force by avant-garde Swiss architects Herzog & de Meuron, the building (it was their first U.S. project) features a huge silvery cube that seems to hover over the street.





Nouvel's big blue monolith sits easily among its old industrial neighbors, its curved shape echoing the grain silos. The building evokes the Guthrie's history, too. "I proposed putting ghosts on the walls," says Nouvel-and there they are: huge wispy images of past productions screened onto the exterior steel. Hokey? A little. But like much in this amazing building, the images are subtle and unexpected. Monsieur Nouvel, please take a bow.

-CATHLEEN MCGUIGAN



III MINNEAPOLIS INSTITUTE OF ARTS: The city's great art museum just opened its new postmodern Target Wing (the retailer was a big donor) by Michael Graves, also a popular Target product designer. - C.M.

# **Project for Public Spaces**

Building Community Creating Places Using Commmon Sense

PPS.org Home > Parks, Plazas & Squares > Parks, Plazas & Squares Articles > Ten Principles for Creat Squares

### Ten Principles for Creating Successful Squares

#### Small details add up to great places.

quares have been a core focus of PPS beginning with our first project 30 years ago--Rockefeller Center's Channel Gardens. We've honed the ten principles below based on the hundreds of squares--the good and the bad--that we've analyzed and observed since then. What stands out most is that design is only a small fraction of what goes into making a great square. To really succeed, a square must take into account a host of factors that extend beyond its physical dimensions.

#### 1. Image and Identity



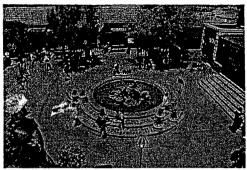
A popular square in Copenhagen, Denmark.

Historically, squares were the center of communities, and they traditionally helped shape the identity of entire cities. Sometimes a fountain was used to give the square a strong image: Think of the majestic Trevi Fountain in Rome or the Swann

Fountain in Philadelphia's Logan Circle. The image of many squares was closely tied to the great civic buildings located nearby, such as cathedrals, city halls, or libraries. Today, creating a square that becomes the most significant place in a city--that gives identity to whole communities--is a huge challenge, but meeting this challenge is absolutely necessary if great civic squares are to return.

#### 2. Attractions and Destinations

Any great square



Ghirardelli Square, San Francisco.

has a variety of smaller "places" within it to appeal to various people. These can include outdoor cafés, fountains, sculpture, or a bandshell for performances. These attractions don't need to be big to make the square

a success. In fact, some of the best civic squares have numerous small attractions such as a vendor cart or playground that, when put together, draw people throughout the day. We often use the idea of "The Power of Ten" to set goals for destinations within a square. Creating ten good places, each with ten things to do, offers a full program for a successful square.

#### 3. Amenities



Circular benches provide a comfortable place to sit in Rockefeller Center, New York City.

A square should feature amenities that make it comfortable for people to use. A bench or wastereceptacle in just the right location can make a big difference in how people choose to use a place. Lighting can strengthen a square's identity

while highlighting specific activities, entrances, or pathways. Public art can be a great magnet for children of all ages to come together. Whether temporary or permanent, a good amenity will help establish a convivial setting for social interaction.

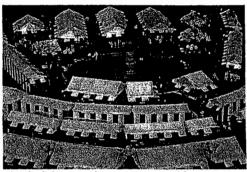
#### 4. Flexible Design

The use of a square changes during the course of the day, week, and year. To respond to these natural fluctuations, flexibility needs to be built in. Instead of a permanent stage, for example, a retractable or temporary stage could be used. Likewise, it is important to have on-site storage for movable chairs, tables, umbrellas, and games so they can be used at a moment's notice.



#### 5. Seasonal Strategy

Tennis on the square, Copenhagen.



The holiday market in New York's Union Square.

A successful square can't flourish with just one design or management strategy. Great squares such as Bryant Park, the plazas of Rockefeller Center, and Detroit's new Campus Martius change with the seasons. Skating rinks, outdoor

cafés, markets, horticulture displays, art and sculpture help adapt our use of the space from one season to the next.

#### 6. Access



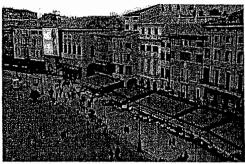
A short pedestrian crossing at Plaza Santa Ana in Madrid, Spain.

To be successful, a square needs to be easy to get to. The best squares are always easily accessible by foot: Surrounding streets are narrow; crosswalks are well marked; lights are timed for pedestrians, not vehicles; traffic moves slowly; and

transit stops are located nearby. A square surrounded by lanes of fast-moving traffic will be cut off from pedestrians and deprived of its most essential element: people.

#### 7. The Inner Square & the Outer Square

Visionary park planner Frederick Law Olmsted's idea of the "inner park" and the "outer park" is just as relevant today as it was over 100



Ground floor retail rings the edge of this square in Verona, Italy.

years ago. The streets and sidewalks around a square greatly affect its accessibility and use, as do the buildings that surround it. Imagine a square fronted on each side by 15-foot blank walls -- that is the

worst-case scenario for the outer square. Then imagine that same square situated next to a public library: the library doors open right onto the square; people sit outside and read on the steps; maybe the children's reading room has an outdoor space right on the square, or even a bookstore and cafe. An active, welcoming outer square is essential to the well-being of the inner square.

#### 8. Reaching Out Like an Octopus



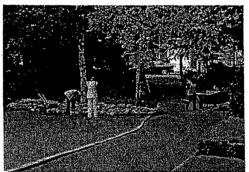
A great square reaches out into the surrounding neighborhood, like Piazza Maggiore in Bologna, Italy.

Just as important as the edge of a square is the way that streets, sidewalks and ground floors of adjacent buildings lead into it. Like the tentacles of an octopus extending into the surrounding neighborhood, the influence of a good square (such as

Union Square in New York) starts at least a block away. Vehicles slow down, walking becomes more enjoyable, and pedestrian traffic increases. Elements within the square are visible from a distance, and the ground floor activity of buildings entices pedestrians to move toward the square.

#### 9. The Central Role of Management

The best places are ones that people return to time and time again. The only way to achieve this is through a management plan that understands and promotes ways of keeping the square safe and lively. For example, a good manager understands existing and potential users and gears events to both types of people. Good managers become so familiar with the patterns of how people use the park that waste receptacles get emptied at just the right time and refreshment stands are open when people most want them. Good managers create a



Attentive maintenance is an essential part of good management in St. Stephen's Green, Dublin.

feeling of comfort and safety in a square, fixing and maintaining it so that people feel assured that someone is in charge.

#### 10. Diverse Funding Sources



Sponsorships can help fund events like Festa Italiana in Portland's Pioneer Courthouse Square.

A well-managed square is generally beyond the scope of the average city parks or public works department, which is why partnerships have been established to operate most of the best squares in the United States. These partnerships seek to supplement what the city can provide with funding from diverse

sources, including--but not limited to--rent from cafés, markets or other small commercial uses on the site; taxes on adjacent properties; film shoots; and benefit fundraisers.

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## **Project for Public Spaces**

Building Community Creating Places Using Commmon Sense

PPS.org Home > Parks, Plazas & Squares > Funding

#### **Funding**

Information sources, success stories, tips and case studies on various types of funding, from tried-and-true methods to more recent innovations.



#### Economic Activities & Concessions

This section covers income-generating ideas and strategies such as facilities rental, gifts and catalogs, naming programs, and vending.

#### Fundraising Strategies

Different methods of raising funds, from corporate sponsorships to grant proposals and programs.

#### Public Funding

Funds can be gleaned from the public sector as well as the private, as these links and materials will attest.

#### Corporate Sponsorships

Whether you need funds for a program or event, or an entire capital campaign, corporate sponsors could mean more "buy-in" than "sell-out."

#### Foundation Grants

In this time of shrinking public budgets, foundation grants are a critical source of funds for parks and open spaces.

#### Land Acquisition

Does a vacant lot or waterfront dump look like a playground or park to you? If so, go get it!

#### Funding Sources for Greenway Projects

An array of opportunities from local, state and federal and private sources, courtesy of North Carolina's Apple Country Greenway Commission.

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## **Project for Public Spaces**

Building Community Creating Places Using Commmon Sense

PPS.org Home > Parks, Plazas & Squares > Management

#### Management

Strategies, tips, case studies and more, from parks departments and nonprofits who have developed innovative - and often entrepreneurial - ways to deal with management issues.



Photo: Portland's Pioneer Courthouse Square (Project for Public Spaces, Inc.)

#### Marketing

Marketing for urban parks has grown more sophisticated than public relations, posters, direct mail, and advertising. Learn about various outreach mechanisms to attract new users and supporters, get tips for working with media professionals, and assess "the competition."

#### · Safety & Security

Increasing your park's security doesn't have to mean hiring people in uniforms - we believe that safer parks are busy, active parks. Here you'll find ideas and strategies to help accomplish that, plus articles on community policing and organizing the community to "take back" a park.

#### • Maintenance & Operations

Materials on zone gardening, graffiti, rating the quality of park maintenance, dealing with dogs, and more...

#### • Economic Activities & Concessions

This section covers income-generating ideas and strategies such as facilities rental, gifts and catalogs, naming programs, and vending.

#### • Corporate Sponsorships

Whether you need funds for a program or event, or an entire capital campaign, corporate sponsors could mean more "buy-in" than "sell-out."

#### Volunteers

Volunteers play an important, often crucial role in parks,

helping to build community stewardship, support, and involvement. This section has information on recruiting, managing and rewarding volunteers - as well as materials for those who want to be volunteers.

# • Managing a Parks Nonprofit

This section offers lessons and strategies from some of the leading parks organizations in the country, on management basics - structuring an organization, financing, strategic planning - and more.

# Dogs

Should Rover roam free? How does one handle pet owners who don't stoop to scoop? Let's face it - man's best friend is a hot issue in many parks. We hope the materials here can bring together people from both sides of dog-run fence.

# Comparative Park Management Models

This 2003 study delves into the departmental organization, partnership programs, and funding models and strategies for parks systems in Chicago, San Francisco, and Boston. *New Yorkers for Parks* 

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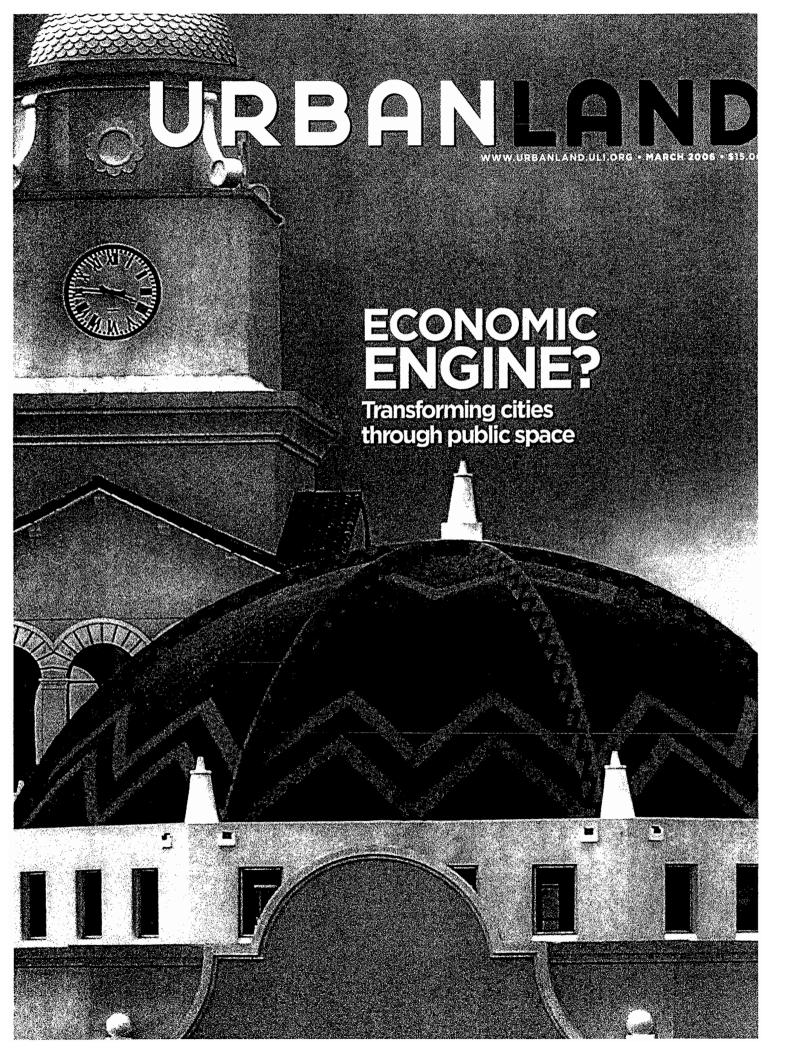
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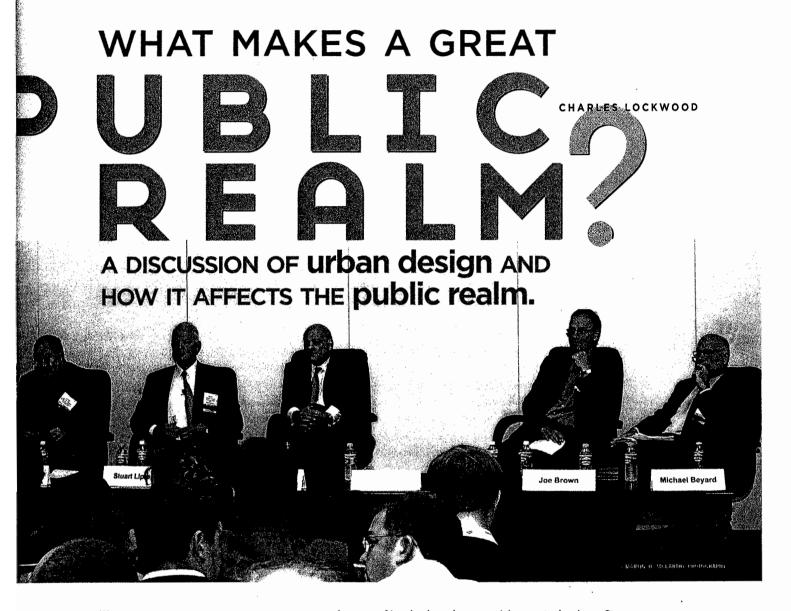
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WHAT CONSTITUTES GOOD URBAN DESIGN and a strong public realm, and what role can good urban design play in city planning today? Moderator Michael D. Beyard, a ULI senior resident fellow, posed these questions to participants in a roundtable at ULI's fall meeting in Los Angeles last November.

A wide-ranging discussion by the five panelists followed, touching on topics ranging from correct definitions for terms like *public* to how to address sprawl, with the panelists talking in broad strokes rather than in details and interjecting anecdotes from their personal experiences.

Finding revenue to support the public realm is a worldwide problem, declared Sir Stuart Lipton, chairman

of London-based commercial property developer Stanhope plc. "Why do we love our cities? It is because of their civic facilities. The fact that we don't want to pay for them is perverse," he said. "We're going to a football game and paying a lot of bucks for a ticket, but we wouldn't do the same for a public space we enjoy every day, or for a public building."

The panelists offered several financial strategies, such as partnering on public spaces with the private sector—developers, business improvement districts, and community associations. Audience member Mary Murphy, a board member of the Presidio Trust, discussed Lucasfilm's development of the recently opened Letterman District within the Presidio of San Francisco

**Urban Design and Public Realm Roundtable** 

MODERATOR: Michael D. Beyard, Senior Resident Fellow, ULI/Martin Bucksbaum Chair for Retail and Entertainment, Urban Land Institute, Washington, D.C.

PANELISTS

Joseph E. Brown, President and CEO, EDAW, Inc., San Francisco, California

Howard F. Elkus, Principal, Elkus Manfredi Architects, Boston, Massachusetts

Sir Stuart Lipton, Chairman, Stanhope pic, London, United Kingdom

**Dennis Pieprz**, President, Sasaki Associates, Watertown, Massachusetts

national park, which included construction of and a commitment to maintain an eight-acre public park. "The quality of the park work was superlative," she said.

Dennis Pieprz, president of planning and design firm Sasaki Associates in Watertown, Massachusetts, however, cited the growing concem that a private company that develops and owns a public space may see fit to ban social and community activities there that it finds objectionable—from political gatherings to neighborhood block parties that are the heart of a true public realm.

Much of the roundtable was devoted to a discussion of the ingredients critical to creating a successful public realm and executing high-quality urban design once funding is in hand.

**SIMPLICITY.** "Be very clear and simple about the nature of the space," advised Joseph E. Brown, president and CEO of San Francisco-based EDAW, Inc., an intemational planning and design firm. "Be more modest. Don't fill it all up. Don't overdesign it. Get it simple, get it universal, then let's see what happens next, and we'll adjust. And let's not make them too expensive."

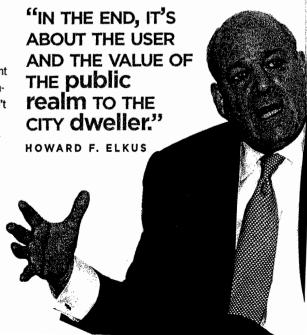
The panelists cited European public spaces like Paris's Place Vendôme and London's Belgrave Square as examples of the power of simplicity.

**SCALE.** The scale—of buildings, streets, trees, street furniture, activities—can make or break a public realm. "What's interesting about London to me is not just the great spaces that the city is known by,



but the incredible streets," said Howard F. Elkus, a principal of Boston-based Elkus Manfredi Architects. "There is a scale about the street and a continuity of fabric that creates an inclusionary city."

Lipton pointed out that in older-cities, changes to scale must be made gradually. "London is full of people who'll say they've got to build 50-story towers," he noted. "But if you build 25-story towers, you're already 100 or 200 feet above most other buildings. London is ten stories tall. At 25 stories, you're a hero. At 50 stories, you're a bum."



# THE PUBLIC



"BE MORE modest. DON'T FILL IT ALL UP. DON'T OVERDESIGN IT. GET IT SIMPLE, GET IT universal, THEN LET'S SEE WHAT HAPPENS NEXT, AND WE'LL ADJUST. AND LET'S NOT MAKE THEM TOO EXPENSIVE."

JOSEPH E. BROWN

edly in discussions covering everything from scale to the development of new cities. "If you think back to the Campo in Sienna or St. Mark's Place in Venice, these are places that evolved over hundreds of years, one building at a time

toward a larger idea," said Pieprz. "But today we have an instant urbanism where everything is built at once. How do you get to a more authentic kind of public realm when the kind of public spaces that we're making today don't easily acknowledge time?"

The key, the panelists agreed, is to build time into each public realm. Rather than design a finished product, leave space for new buildings and uses to be layered in over the years in phases. Plan for layers to be removed, as well. Low-rise buildings, for example, can be replaced over time with high-rise buildings, as Manhattan has demonstrated for decades. A temporary land-scape installation can provide an amenity today while saving a site for development in the future.

**DETAILS.** Essential to the success of a public realm, the panelists agreed, are the many features, large and small, that help create and define how people experience that space. Details include everything from specific building materials to street fumiture, artwork, the size of trees, and how each building and space in the public realm relates to the others.

"To me, the most important detail is sun," said Lipton. "Are we going to get sun in that space, and what are the shadows going to be like? The second most important detail is where people will walk. What are their natural sight lines? Do they feel comfortable walking from A to B?"

PROGRAMMING/ACTIVITIES. "There's a raging debate in the urban design/landscape community about programming public spaces," said Pieprz. "Should there be a whole array of programmed activities, or should public spaces be designed in a way that is a little more abstract, a little more reliant on spontaneous activity? I think there should probably be a balance of the two."

The panelists generally agreed that a great

of activities—social, political, recreational, and other types—from political demonstrators gathering in a city square to workers eating lunch there and neighbors participating in tai chi classes. A city square with a band shell can be the site of concerts, children's plays, and lectures.

"In my opinion, the town square is all," declared Lipton. "The town square components—the library, health facility, town hall—are all a part of great cities. These components are coordinated, they're acting together, they're kind of family, and that's surely where the strength is."

Pieprz believes that the integration of uses is far more important than the mix of uses. He pointed to CityPlace in West Palm Beach, Florida, as an example of a place where retail space, commercial space, and housing are integrated by the street and the public realm. "I think that seamless connectivity and those seamless relationships are absolutely critical," he said.

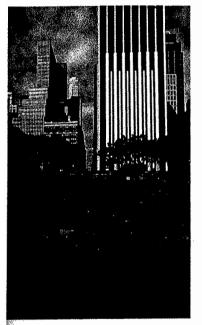
**SPORTS AND RECREATION.** The question of programming sports and recreational activities for a public realm sparked considerable discussion. Organized sports, from soccer to youth hockey, draw children and their families to the public realm, starting the whole process of community participation, which is what the public realm is all about.

Resistance to active recreation, however, crops up frequently, partly because some sports venues, like baseball diamonds, are only used seasonally, leaving large dead zones in the public realm for long periods. Some people also believe that active recreation may attract people interested in violence and drug use.

ACCESS/CONNECTION. How people get to the public space—be it a town square or a park—and how that public space connects to the rest of the city are vital considerations mentioned by each panelist. A great public realm provides easy, natural access for people, and has seamless connections and seamless relation-

"TODAY WE HAVE AN INSTANT urbanism where everything is built at once. How do you get to a more authentic kind of public realm when the kind of public spaces that we're making today don't easily acknowledge time?"

**DENNIS PIEPRZ** 



The public realm should have the flexibility to adapt to changing needs and uses over the years. It can turn on simple strategies like the movable chairs provided in midtown Manhattan's Bryant Park.

ships between each space and building, making users feel as though they are a part of the greater city.

Access and connection were at the root of differing opinions among the panelists regarding Chicago's Millennium Park, which is notable for its monumental attractions, like the Frank Gehry-designed 120-foot-high, stainless-steel Jay Pritzker Pavilion.

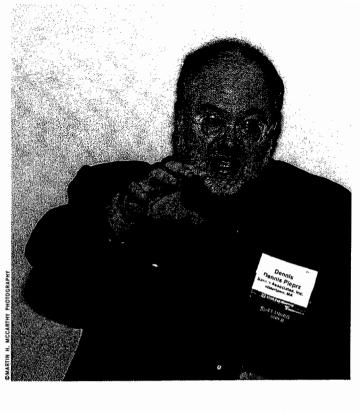
Elkus called Millennium Park "one of the great urban parks of the world," noting, "It is accessible all the way across the city. It's also kind of an invitation and a stepping stone into a greater resource for the community: Grant Park."

Lipton had conflicting opinions of this public realm. He thinks the variety within Millennium Park is wonderful, he said, but because the park is elevated, it hinders easy, seamless access and severs direct connections to surrounding uses.

Brown has deeper concerns. "I find Millennium Park very worrisome," he said. "I think there are some beautiful aspects to it, but the least successful part is, I think, Frank Gehry's pavilion. It is such an extravagant and rigid fixed expression—and they apparently don't have the money to maintain it. I am very worried about Millennium Park as a precedent for good public realm design."

ENGAGEMENT WITH USERS. A successful public realm engages its users through its design, attractions, details, and connections. "In the end, it's about the user and the value of the public realm to the city dweller," said Elkus. "If you design the space for the people who live there, the others will come. That's your first priority."

The design of the public realm should stir the emotions and create a sense of ownership of the space



among its users. "The emotional attachments—whether it be a mother and child, or boy and girl—are very simple things," Lipton said. "But there is a trend to make them very grand—to just throw money at them. You walk around Bunker Hill in Los Angeles, and every known recent sculptor has a piece there. To me, none of them has any meaning. They're just expensive pieces of kitsch."

QUALITY, NOT STYLE. Often when planning a public realm, the project team focuses on architectural style. The roundtable panelists, however, declared that high quality was more important than style. British newspapers, for example, routinely criticize the architectural style of the new town of Poundbury in England. But Poundbury has high-quality materials, a good plan, a good mix of uses, and a successful energy conservation program. It is generally accepted now that the new town works.

**FLEXIBILITY.** The public realm should have the flexibility to adapt to changing needs and uses over the years. Flexibility does not have to be complex. It can turn on simple strategies like the movable chairs provided in midtown Manhattan's Bryant Park.

Human flexibility is also critical. That a place changes over time is not negative; it is positive if the changes follow a bigger purpose. "There are mistakes that have to be rectified if we are going to return cities to their greatness," said Lipton. "There are dramatic pieces of demolition that need to be done, and people seem very shy about this. No one wants to talk about the essential demolition."

**SECURITY.** The panelists identified four elements that can go a long way toward creating a safe public space:

"WE'RE GOING TO A football game and paying a lot of BUCKS FOR A TICKET, BUT WE WOULDN'T DO THE SAME FOR A PUBLIC SPACE WE ENJOY EVERY DAY, OR FOR A public building."

SIR STUART LIPTON



- Design. Studies have proved that well-designed spaces have less crime because of their focus on the details. A public space, for example, should not have hidden areas that cannot be observed by general visitors. In addition, visual connections to the surrounding city district should be created so that the public space is part of the larger community.
- ▷ Activity. People create safety. Programmed activities, a snack kiosk, or a clean and staffed public restroom, for example, attract people, which enhances security.
- ▶ Maintenance. Desired users are usually scared away if a public realm looks run down, dirty, or uncared for. It is perceived as a threat.
- ▷ Observation. This can include kiosk workers, maintenance workers, officers at a police substation—even video cameras.

# A DESIGN FOR THE PEOPLE AND THE

**PLACE.** Design for the public realm should reflect the climate, region, and culture, and the values and needs of the people who use the space. A public realm that works in Europe or the United States, for example, will not necessarily succeed in Asia.

"In Ho Chi Minh City in Vietnam, we're developing a plan for a new urban district," said Pieprz. "People in the city spoke about public spaces having a culture of noise. I'd never heard this before. But that city is hot, it's humid; people come out in the evenings. Ho Chi Minh City has 6 million people and 3 million motorbikes flying around. It's an active, vibrant, urban culture that is very different from the kind of passive parks and quiet squares that we think of in other places of the world."

Pieprz also expressed concem about China importing U.S. and European mistakes that Westem cities are now trying to undo. "What we're seeing in cities like Beijing and Shanghai are mega-private realms—megablocks with no streets and a kind of mystery green space in the middle that's closed off to the public," he said. "That causes a disconnectedness, a separation of the classes. I'm concemed that China is undermining its own culture—or the potential of it—by importing ideas from the West that are now discredited here."

Did panelists come up with the "magic formula," particularly for today's "instant" megadevelopments, to create what Prince Charles at the first World Cities Forum in London last June referred to as "great and lasting cities that are worthy of our humanity"? Not in a one-hour roundtable discussion. The panelists, however, did agree that the key is to lay a foundation of great urban and public realm design at the very beginning of a project—and then provide a framework for future adaptation and change. **L** 

**CHARLES LOCKWOOD**, based in Topanga, California, writes books and articles about cities, architecture, and real estate.

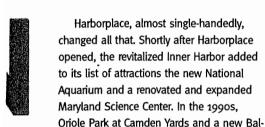


# design CAN CREATE AND CONNECT **PUBLIC SPACES TO HELP transform UNDERPERFORMING** economies.

BEFORE THE 1980 GRAND OPENING OF HARBOR-PLACE at the Inner Harbor—the downtown seaport proiect that reinvented the city's waterfront as a landmark retail, dining, and entertainment hub-Baltimore was a gritty, working-class, port city with an eclectic blend of disconnected ethnic neighborhoods. Its small-town feel and forthright industrial character had earned it the nickname "Charm City," a wry and affectionate sobriquet that was as much a testament to the geniality of its residents as an oblique reference to the city's provincial scale.

However charming it may have been, Baltimore was definitely not an economic powerhouse or a vital urban center. Tourists were not flocking to the Mid-Atlantic city, the housing market was not booming, and crime was on the rise. The increasingly empty downtown heart of the city-suffering population losses as the result of a postwar shift of residents to surrounding counties-fueled the growing perception that Baltimore was an urban dead end.

Even in some of the most downtrodden and economically disadvantaged parts of the world, a well-designed public space can be commercially viable and provide a major boost to struggling local and regional economies. The new commercial and social hub for Guayaquil, Ecuador, is Plaza San Marino with its iconic 110-foot-tall bell and clock tower that gives it a distinctive and instantly recognizable public face.



timore Ravens football stadium opened just blocks from the harborfront. Today, the vibrant, thriving waterfront is packed with shops, restaurants, museums, and attractions, with tourists and residents mingling amid street performers, vendors, and tour guides. The resurgent Inner Harbor and its attendant economic boom have inspired substantial peripheral development, with hotels, businesses, and residences springing up downtown and connecting to adjacent neighborhoods—a feverish pace of development that is still accelerating today in places like the nearby Harbor East mixed-use waterfront neighborhood.

What are the cultural, economic, and architectural forces that make Baltimore's Inner Harbor such a powerful economic engine? How do they work? And how does design help create the kinds of public spaces that generate development and inspire economic revival in an underperforming economy? Can design alone make the kind of difference that affects a city and a region?

An optimum public space is vibrant, comfortable, and accessible. It provides natural landmarks and intuitive pathways and connectors to frame its activity in ways that invite discovery and exploration. Well-designed public spaces combine intimate nooks with spacious gathering areas; they both stimulate social interaction and allow for private moments and personal reflection.

The fundamental tenet of community design—that public spaces are for people—may seem obvious, but it is too often overlooked. Well-executed public spaces attract people, make them comfortable, and give them a reason to stay and retum.

Design can contribute to the creation of public spaces in a variety of ways. Lincoln Road in Miami's South Beach offers an example of how design decisions can change the complexion of a space. For decades a draw for film stars and holiday visitors looking for a nightclub, a movie, or a shopping experience, Lincoln

Road succumbed to familiar pressures. By the 1950s, changing demographics, as well as self-contained luxury hotels and resorts that sealed themselves off from the street, had turned the road—once referred to as the "Fifth Avenue of the South"—into a dilapidated shell of its former self.

When Miami Beach architect Morris Lapidus closed seven blocks of the ten-block street to vehicle traffic in 1960, however, the transformation of Lincoln Road began. Though it was not until the 1980s that the area would truly flourish, it was Lapidus's design—a pedestrian promenade lined with retail and entertainment venues—that reflected a true South Beach ethos and set the stage for the radical changes to come. Today, Lincoln Road is considered a Miami landmark once again. Cafés, boutiques, and art galleries line the street, and pedestrians walk amid fountains, sculptures, and bustling sidewalks as they shop and people-watch.

Lincoln Road offers an instructive and stark reminder that the great designs of today generally are echoes of the past. To create compelling public spaces, people need look no further than their own history, where the public square and main street have served as hubs of social activity and community interaction, allowing residents and visitors to run errands, chat with friends, or grab a bite to eat and a cup of coffee. Such places naturally become hubs of economic activity—centers of atten-



The Inner Harbor in Baltimore is viewed as a national landmark—an enduring and instantly recognizable icon that defines both the city's skyline and its storyline.

# What constitutes a successful public space?

The Project for Public Spaces, a New York City—based nonprofit organization dedicated to development and maintenance of public spaces, lists four elements critical to their success:

- activities and uses;
- > comfort and image;
- > access and linkage; and
- ⊳ sociability.

tion where performers, merchants, politicians, shoppers, and diners congregate to engage in day-to-day life.

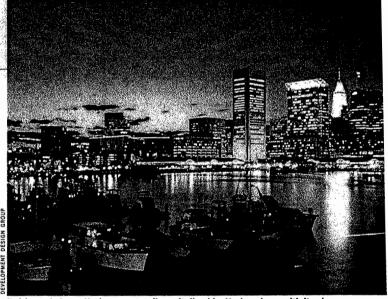
The current global development trend favoring town centers and more integrated outdoor mixed-use projects is an acknowledgment of the important role these spaces play in collective community narratives and of their efficacy in sparking commerce and trade. The architectural design of these spaces should reflect the character and spirit of the local community and display an organic connection to the surrounding physical and cultural environment. The

key to designing spaces that can seamlessly incorporate a wide range of commercial, dining, and entertainment elements is to recognize and adhere to certain fundamental design strategies—to apply universal rules appropriate for projects big and small and all over the globe.

Simplicity and clarity are two design elements critical for any public space. Because people do not like to be confused or uncertain, landmarks and waypoints need to be established to break up the space. Some urban projects use individual city blocks to break down a larger space into manageable and discrete components, while still maintaining the long sight lines that unify and define the space. Breaking a development into linked sections gives visitors a chance to approach the project

at their own pace and not feel overwhelmed, and to experience a sense of revelation and exploration.

Green space should be used wherever possible. A small park or a row of trees not only softens the architectural landscape, but also provides natural gathering places and anchor points. The village green, a concept as old as villages themselves, evokes that ingrained sense of community that adds to the comforting perception of permanence and livability.



Baltimore's Inner Harbor was totally revitalized by Harborplace, with its shops, restaurants, museums, and assorted attractions, and it has spurred peripheral development, with hotels, businesses, and residences springing up downtown and connecting to adjacent neighborhoods.

People like to walk, move, and circulate through a space. Street grids, wayfinding materials, and structural elements should be used to create broad frameworks that encourage movement and interaction. Clearly defined starting and ending points, be they traditional anchors or strategically positioned elements like a fountain or plaza, can provide needed structure and spatial context. A seemingly endless expanse of storefronts or entertainment options can actually be too much of a good thing, creating what can feel to the visitor like a daunting challenge and discouraging casual visits.

Elements should be mixed together. While it behooves architects and developers to be sensible in determining their merchandise mix and architectural style—for example, few would think a Dollar Store

should be adjacent to a Tiffany's or that a thatched roof belongs on a contemporary frame—there is an inherent energy and excitement in the juxtaposition of differing styles and the availability of a wide range of products, services, and entertainment options.

 Ultimately, great design in public areas is about understanding the goals and limitations—as well as the possibilities—inherent in the creation of engaging, occupied spaces. Use of art for art's sake is a noble

pursuit, but a counterproductive one when designing public space that must not only accommodate a wide variety of uses, but also encourage them. Public spaces are to be lived in; they cannot, and must not, become museum pieces.

plementary development in all directions. Adjacent developments and needed support structures might include additional residential, restaurant, and hospitality options, as well as the presence of vendors and service providers newly positioned to capitalize on the influx of a customer base and income.

▷ Intangible. The intangible benefits of well-designed public spaces, in some ways providing the most important and dramatic influence, are easily underestimated and often underappreciated. The sense of civic pride, community identification, and improved public perception can be a profound force. This phenomenon can be seen at work in places like Baltimore and, more recently, Detroit, where dramatic downtown projects are encouraging a return to city living.

# MORE THAN \$1 BILLION OF **new development** IS CURRENTLY PLANNEI FOR **baltimore**, and over 11 MILLION TOURISTS AND OTHERS VISIT THE CITY ANNUALLY, CONTRIBUTING NEARLY \$3 BILLION TO THE LOCAL ECONOM

That is not to say that they must be boring or utilitarian. Many of the world's greatest public spaces, from the piazzas of Italy and Las Ramblas in Barcelona to Grand Central Station and Times Square in New York City, are better known for their colorful spirit, artistic energy, and cultural relevance than for their economic power. The anima-

tion, color, scale, lighting, cohesion, and physical and natural landscape of a place should work to transform shopping from running an errand to having an experience. As the Walt Disney Company can attest, people will pay more—much more—for an experience.

The financial benefits of successful spaces can be profound, affecting the surrounding infrastructure and boosting a region's economic outlook in a variety of ways. In general, the mechanisms that translate spaces into dollar signs fall into three broad categories:

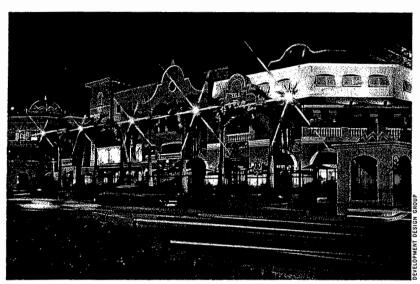
▶ Direct. A new development can provide initial and clearly measurable benefits. These include revenue generated through the sale of goods and services, higher wages due to an increase in local hiring, and additional monies contributed by new visitors—especially tourists, who can boost local cash flow substantially.

▷ **Secondary.** A landmark public project can function like a pebble dropped into a pond, sending ripples of com-

High-quality design can overcome a host of seemingly insurmountable obstacles. Even in some of the most downtrodden and economically disadvantaged parts of the world, a well-designed public space can be commercially viable and provide a major boost to struggling local and regional economies.

Plaza San Marino, a shopping and entertainment development that opened in 2003 in Guayaquil, Ecuador, illustrates this mechanism in action. The city's new commercial and social hub, San Marino includes upscale fashion franchises, home fumishings outlets, a bookstore/café, and a Tower Records store, as well as restaurants and upscale entertainment venues that include a state-of-the-art 12-screen cineplex with stadium seating. The enclosed galleria surrounded by the outdoor elements of an open leisure center blends tenets of modem town- and lifestyle-center architecture with the handcrafted detail and stylistic influences of distinctive South American design.

Many of the materials used to build the center were locally crafted: artisans hand carved much of the center's concrete, and iron for the detailed handrails was cast on site. Details throughout the space represent reproductions of existing architectural elements in the city, such as cast-iron lamps, kiosks, wrought-iron railings, hand-



The tenets of modern town- and lifestyle-center architecture are blended with the handcrafted detail and stylistic influences of distinctive South American design in the Plaza San Marino shopping and entertainment project in Guayaquil, Ecuador.

painted mosaic tiles, and accurate reproductions of traditional marble and stone details. An iconic 110-foot bell and clock tower is the center's landmark feature, giving San Marino a distinctive and instantly recognizable public face. Towers and cupolas, clay roof tiles, and plaster-finished stucco walls lend regional flavor, and intricate Gustav Eiffel—inspired ironwork and bold lighting elements provide distinctive structural highlights.

Partly because it provides a feeling of permanence and belonging to the age-old community of Guayaquil, the center draws heavily from its local population of nearly 2 million residents. From roof tile details to the rough-iron railings and fences, San Marino is 100 percent Guayaquil. Even the roof metal structures and skyline call to mind the old town areas of the city, reflecting the history and tradition of the city's architecture.

San Marino provides far-reaching economic benefits to the surrounding Guayaquil community, increasing the revenue stream through tourist and visitor dollars. The project has fostered a sense of civic pride, local and regional identity, and national and international recognition; affirmed local history and culture; and promoted a sense of connection and identification with global development and the modem economy.

In a country where 70 percent of the population lives below the poverty level and the per-capita gross domestic

# SAN MARINO PROVIDES FAR-REACHING **economic benefit** TO THE SURROUNDING GUAYAQU COMMUNITY, INCREASING THE **revenue** STREAM THROUGH TOURIST AND VISITOR DOLLARS.

product is \$3,200, San Marino posts close to \$300 in sales per square foot and is visited by about 800,000 people a month. Places like San Marino demonstrate how design, by creating spaces that promote connection, comfort, and community, can boost a community economically and transcend boundaries.

In Baltimore, the Inner Harbor is viewed as a national landmark—an enduring and instantly recognizable icon that defines both the city's skyline and its storyline. Not only does it capture the spirit of the city, but also it symbolizes the transformation that has led to a booming—and ongoing—economic expansion.

The city is breaking new boundaries—from Best Buy's first-ever downtown location, to new parks, museums, and explosive residential growth adjacent to the Inner Harbor. More than \$1 billion of new development is currently planned for Baltimore, and over 11 million tourists and others visit the city annually, contributing nearly \$3 billion to the local economy.

The future is bright for public spaces. As more and more cities, towns, and developers begin to appreciate the impact that well-designed public spaces can have on their communities—and their wallets—the more this encouraging trend will become a self-propagating phenomenon. At the same time, as cities and developers move away from the mentality of trying to squeeze out every last square foot of available leasable space and in the direction where the economic benefits of good architectural design will be recognized and embraced, they will be improving the quality of life, as well as the quality of public spaces. **L.** 

GUILLERMO LOPEZ is vice president with Development Design Group Inc., a Baltimore-based architecture, planning, and design firm.

# FILLING THE

ROBERT A. BROWN

AFTER YEARS OF
PLANNING, THE **rose kennedy greenway**IS FINALLY TAKING
SHAPE IN BOSTON.



BOSTON HAS LONG BEEN ONE OF THE COUNTRY'S most appealing cities, with its variety of livable neighborhoods, prestigious colleges and universities, well-known sports venues, Frederick Law Olmsted—designed parks, plus its rich history. However, the city's quality of life paid dearly for what in the mid-1950s was deemed improved transportation when an elevated expressway was cut through the central core, severing the Financial District from the waterfront and isolating the North End. The roadway exacerbated a perceived sense of social separation among the distinct neighborhoods of the downtown area and made navigation through the city difficult.

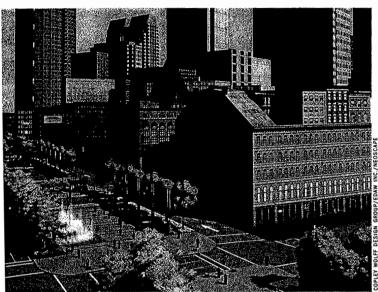
Now, after 20 years of planning and billions of dollars of construction in a project called the "Big Dig," the Central Artery has been replaced by a tunnel, and in what was once its shadow a 30-acre stretch of parkland known as the Rose Kennedy Greenway is taking form. (See "Green Renewal of Urban Life in Boston," page 58, July 2004.) For the past few years, discussions of the best approach to take with the newly reclaimed swath of

city have occupied many of the country's design professionals as they engaged or enraged politicians and citizens. The strong sentiments that surfaced after the expressway finally came down may seem surprising to some, given that serious work had been underway for nearly two decades by organizations that included the Massachusetts Tumpike Authority, the Boston Redevelopment Authority (BRA), the Central Artery Environmental Oversight Committee, and the Artery Business Committee, to name a few.

"The project was a 15-year secret, with most of the actual work going on underground," notes Ted Oatis, principal of the Boston-based developer Chiofaro Company, whose International Place office tower abuts the greenway. "People couldn't begin to imagine what it would be like, when it was filled with infrastructure, backstreet printing operations, and third-tier office buildings," explains Barbara Faga, chair of EDAW's board of directors, who came to Boston from the planning and designing firm's Atlanta office to work on one of the new parks. "It is transforming

The Rose Kennedy Greenway, a 30-acre stretch of parkland that replaces the elevated expressway that used to slice through the central core of Boston, will add vital urban open space to the downtown area, as evidenced by these before and after conceptual renderings.

# WHILE THERE IS NOT YET A SINGLE BLADE OF GRASS, THE EFFECTS OF THE NEW rose kennedy greenway CAN ALREADY BE OBSERVED IN THE RISE OF REAL ESTATE Values NEAR THE PARK.



District Park will supply outdoor green space to workers in the 10 million square adjacent office space within 500 feet of the wharf.

the city in the same way that major waterfront projects have transformed other cities. Before it happens, people see only the blight, not the vision."

Those with a vision of an expanded public realm and its benefits persevered through years of tough decisions aimed to balance relatively short-term difficulty against long-term gains. "In the 1980s, the BRA began to anticipate the changes we see today by requiring the designs that were submitted for properties adjoining the future park to have active faces to what was then the expressway," says Richard Garver, deputy director of planning and zoning at the BRA. "It wasn't easy." Others grappled with how to translate the mandated allotments of 75 percent parkland and 25 percent buildings into an inviting mixed-use environment that would satisfy the needs of the city as a whole and the specialized desires of the diverse neighborhoods touching the greenway.

By late 2002, the debate about what should happen on the land moved into the public sphere through a design competition for the green spaces adjoining the neighborhoods. The exhibition and discussion of the short-listed designs, called "Realizing the Vision," drew more than 700 participants to the Boston Public Library. There were op-ed pieces in the *Boston Globe*, programs on local television stations, and public forums titled "Beyond the Big Dig" that looked at national and international thinking about public open space.

From these discussions, the design community, led by the Boston Society of Architects and the Boston Society of Landscape Architects, in collaboration with other public and private entities, defined five urban design principles that could be used to evaluate the success of the community efforts to create vital urban parks. Those principles are:

- ▶ Build parks that are a common ground for all.
- Described Build Parks that are uniquely Boston.
- Design the parks for the future.
- Connect the greenway parks to the larger park system and open-space system.
- > Construct parks as a sustainable environment.

These are lofty goals for a site that by big-city park standards is small. Of the 27 acres, considerable space is dedicated to sidewalks, curbs, and other necessities. Still, what is left, especially in a city as compact and dense as Boston, will have an enormous impact for decades to come. This may help explain the lively, extended discussions in 2003 over the design character of the parks near Chinatown, the North End, and the Wharf District.

"This is valuable open space," maintains John Copley, principal of Copley Wolff Design Group of Boston and a member of the design team for the Wharf District Park. "There are 10 million square feet of office space within 500 feet of the wharf, that's a lot of office workers with no place to go. They are hungry for outdoor space." Faga, part of the same team, adds, "The Wharf District became a neighborhood around the notion of a park. It brought people together, and their input created a better park. There were strong feelings about what a park should be, given the Bostonian experience of the Common and the Public Gardens." So strong were the feelings that the team participated in 150 meetings over two years.

The other major components of the greenway plan are the cultural institutions that will be built on the parcels covering the ramps of the new Central Artery tunnel. Competition for these high-profile sites, strategically located at the major tums along the new parkway, attracted a number of interesting proposals. The winners include plans for a new YMCA, the Boston History Museum, and the New Center for Arts and Culture. Now the projects, with the exception of the arts and culture center, are struggling with the cost of construction over an active roadway, in addition to the normal pressures of nonprofit fundraising. A three-block segment of the

rark that has been committed to the Massachusetts forticultural Society for the city's first botanical garden has had trouble coming up with money as well. Boston nsiders, however, are optimistic that the city's donors will rally for these important cultural additions to the new park and the city.

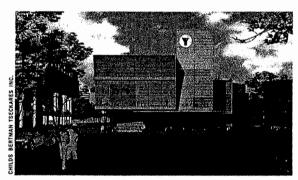
While there is not yet a single blade of grass, the effects of the new Rose Kennedy Greenway can already be observed in the rise of real estate values near the park. The *Boston Globe* reported in 2004 that a review of Boston tax assessment records showed "in the 15 years since the Central Artery tunnel began, the value of commercial properties along the mile-long strip . . . increased to \$2.3 billion, up 79 percent. That's almost double the citywide 41 percent increase in assessed commercial property values in the same period."

In the 18 months since that report, the property market along and near the greenway has continued to boom, and what Garver calls a "20-year mental investment" has turned out to be good business for those owners who put money into their properties along the potential park. Oatis cites his firm's obligation to design an expressway ramp next to International Place, which has now been tom down to reveal, at last, first-floor space with greenway frontage and long views. "In the long run, a view of the greenway is in many ways more valuable than one of the harbor," he says.

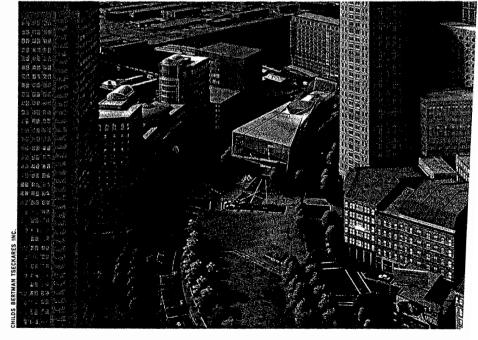
The view of and access to the park are literally and metaphorically turning around the buildings that line the greenway, with reverberations reaching into the surrounding districts. The national trend that has residents returning to downtown in significant numbers is driving a number of new developments along and near the greenway, where 4,000 housing units reportedly are being planned. Condominium conversions are leading the way, including projects such as the Othello on Beach Street near South Station in the Leather District, where local developer lim Robertson reports that all eight of the 2,700-square-foot units have been sold for \$1.25 million to \$1.625 million. The Cresset Group is developing Lincoln Plaza at Lincoln and Essex streets, with 80 percent of the 85 studio, one-bedroom, and two-bedroom units already sold at prices ranging from \$260,000 to \$720,000.

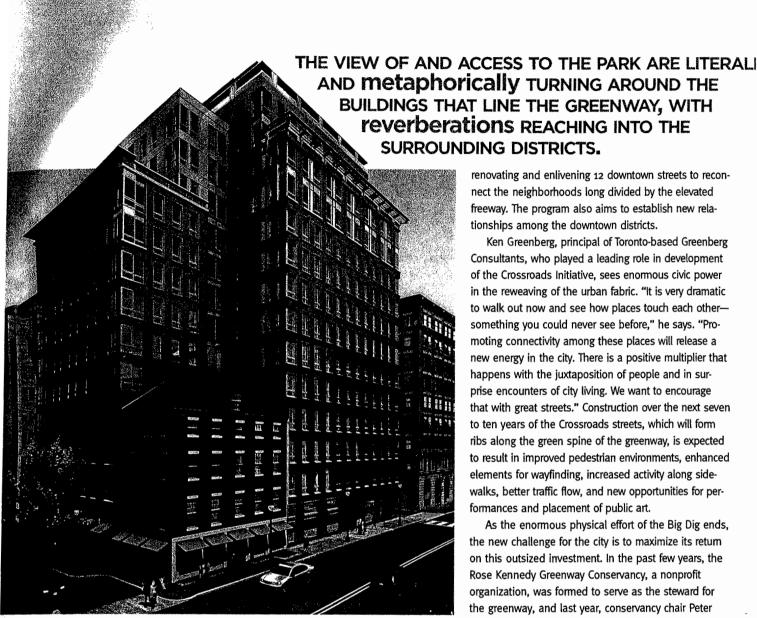
New construction includes the Folio at 80 Broad Street in the Financial District, where new architecture frames a historic brick warehouse designed by architect Charles Bulfinch. The project, being developed by a partnership between an affiliate of the Suffolk Companies of Boston and Recap Capital Partners of New York City, has sold two-thirds of the 96 condominiums, which include studio, one-bedroom, and two-bedroom units priced at \$470,000 to \$1.3 million. Rose Associates of New York City is developing the Leighton, 162 condominiums located at South and Essex streets on a site originally planned for offices. Many more projects are near completion, while others are still being planned.

With the diverse mix of construction activity—from major cultural institutions designed by internationally recognized architects, to small condominium conversions, to even smaller public projects like expansion of a parcel of park to connect the greenway to the New England Aquarium—the city is repairing the rift created by the expressway 60 years ago. "The wonderful legacy



Other major components of the greenway plan are the cultural institutions that will be built on the parcels covering the ramps of the new Central Artery tunnel. Included among those chosen for the high-profile sites are a new YMCA (left) and the New Center for Arts and Culture (below).





Changes near the greenway are being aided in part by the significant number of residents returning to live downtown. Several new residential buildings are in the works, including Folio at 80 Broad Street, a 172,000-square-foot structure that frames a historic brick warehouse.

of the whole project is that it is changing the landscape of the city," says Robert L. Beal, president of the Beal Companies, a Boston-based developer.

No small part of the healing of the cityscape comes from the newfound visual connections between neighborhoods and Boston Harbor. Not only are the views to the waterfront restored, but also the harbor itself, which benefited from a major cleanup begun in the late 1980s. The revitalized waterfront, with its inviting public walkway HarborWalk, is now an attractive destination whose proximity to the greenway extends the public realm.

The fostering of a sense of connection among the distinct enclaves that form the city, as well as with the harbor, is seen as a critical next step in the redevelopment of Boston as the greenway becomes a reality. The Crossroads Initiative, sponsored by the city, focuses on

renovating and enlivening 12 downtown streets to reconnect the neighborhoods long divided by the elevated freeway. The program also aims to establish new relationships among the downtown districts.

Ken Greenberg, principal of Toronto-based Greenberg Consultants, who played a leading role in development of the Crossroads Initiative, sees enormous civic power in the reweaving of the urban fabric. "It is very dramatic to walk out now and see how places touch each othersomething you could never see before," he says. "Promoting connectivity among these places will release a new energy in the city. There is a positive multiplier that happens with the juxtaposition of people and in surprise encounters of city living. We want to encourage that with great streets." Construction over the next seven to ten years of the Crossroads streets, which will form ribs along the green spine of the greenway, is expected to result in improved pedestrian environments, enhanced elements for wayfinding, increased activity along sidewalks, better traffic flow, and new opportunities for performances and placement of public art.

As the enormous physical effort of the Big Dig ends, the new challenge for the city is to maximize its return on this outsized investment. In the past few years, the Rose Kennedy Greenway Conservancy, a nonprofit organization, was formed to serve as the steward for the greenway, and last year, conservancy chair Peter Meade named Nancy Brennan executive director. The conservancy is not only to maintain the park-it has a fundraising goal of \$20 million over the next three vears-but also to program it.

While the debates about the design, the programs, and myriad other issues will undoubtedly continue, the arrival of the Rose Kennedy Greenway is, by any measure, a landmark event. The city is ready, observes Rob Tuchmann, a partner in the Boston office of Wilmer Hale and a veteran of the Central Artery battles, having served both as chair of the Central Artery Environmental Oversight Committee and cochair of the Mayor's Central Artery Completion Task Force. "We have a limited budget, good bones in the design, and 100 years to get it right. Let's start." U.

ROBERT A. BROWN is a partner the Boston-based architectural firm of CBT/Childs Bertman Tseckares Inc. He served on the Mayor's Central Artery Completion Task Force.



# IN PUBLIC

# art for the public's SAKE TAKES ON A VARIETY OF DIFFERENT guises.

VALERIE FAHEY

IT IS ALL OVER THE PLACE, OFTEN ALONG WELL-TRAVELED paths, but also tucked away in meeting rooms and lobbies, parks and plazas. It is public art—creative expressions of wildly varying intent, form, and history, admired by some and ignored, if not reviled, by others. It can be comical, beautiful, stoic, charming, or just plain ugly: the adjectives are endless and subject to constant revision by the viewer. (See "Art in Development," page 102, November/December 2004.)

From the poignant *Tribute in Light* at ground zero in New York City, which debuted in March 2002, to *Wrapped Reichstag* in Berlin in 1995, a potent symbol of a city divided, public art can make a mark, help create or enhance a sense of place, and engage the public. Whether it is a small installation that receives only a glance, or a mammoth sculpture that becomes a symbol of a city or place, public art is arguably the most accessible of all the visual arts.

"Public art is, by definition, out in the public, but it may not necessarily be that well known," points out Karen Eichler, a Piedmont, California—based art consultant and principal of Karen Eichler Fine Art. "It's not something that you have to make plans to see. You may just stumble upon it when visiting a new city or upon turning a comer in an untraveled part of your own town."

Some of the earliest lasting examples of public art were carved, incised, and painted as vivid images on rocks and in the

Some art installations are hard to avoid, like Jean Dubuffet's fivestory-tall black-and-white sculpture *Group of Four Trees*, located in front of the Chase Manhattan Bank in New York City.



Public art can make a mark, help create a sense of place, and engage public participation. Shown here is the poignant *Tribute in Light* at ground zero in lower Manhattan.

deep recesses of caves in South Africa, Spain, Zimbabwe, and France. In the United States, the Serpent Mound—a quarter-mile-long earthen effigy of a snake in south-central Ohio, believed to date to 800 B.C.—has found its way into the vocabulary of public art. Robert Smithson's *Spiral Jetty*—created in 1970 in Utah's Great Salt Lake with black rock, salt crystals, earth, and water red with algae—is a more recent version of early public art. Built during a dry spell, it was submerged for nearly three decades until it began to resurface recently during another prolonged drought. Large-scale examples of public art include Gutzon Borglum's 1939 Mount Rushmore, the world's largest sculpture, commemorating four U.S. presidents in the Black Hills of South Dakota.

# **City Place Markers**

Some monuments come to define a particular place, even becoming a symbol for an entire city. Eero Saarinen's 1966 Gateway Arch in St. Louis, Missouri, combines soaring scale with technology to embody the gateway to the American West and this city that was once the jumping-off point for settlers in Conestoga wagons.

In Paris, Gustave Eiffel's soaring tower design, built from 1887 to 1889 to commemorate the centenary of the French Revolution, is among the world's most identifiable urban landmarks. Others that evoke a sense of place and strike viewers with their technical innovation include the Pyramids and the Great Sphinx in Egypt, and the Easter Island statues off the coast of Chile.

Sculpture has existed in public places for centuries—from Rome's baroque Fontana di Trevi (Trevi Fountain), built by Nicola Salvi from 1732 to 1751, to the iconic Statue of Liberty, installed in 1886 at the mouth of the Hudson River to commemorate America's centennial.

Today, however, the primary facilitator of public art created in the United States is commercial real estate development and government entities, often prompted by legal requirements that 1 to 2 percent of construction budgets be set aside for such public displays. Nationwide, more than 300 cities have adopted such percent-for-art ordinances. More than \$150 million was spent on public art in 2003, for example, according to Americans for the Arts, with about 81 percent of this amount coming from government programs.

These examples of free, mostly outdoor art can be whimsical, like Claes Oldenburg and Coosje van Bruggen's 2002 *Cupid's Span* bow-and arrow sculpture that adoms the waterfront below the San Francisco Bay Bridge, or downright goofy, like the 43-foot *Puppy*, by Pennsylvania post-pop artist Jeff Koons, a topiary sculpture of a west highland white terrier puppy fashioned of 20,000 planted flowers, first shown in Bad Arolsen, Germany, in 1992. This peripatetic installation has showed up in unexpected places around the globe, from Sydney Harbor in Australia to New York City, before being permanently installed on the terrace outside the Guggenheim Museum in Bilbao, Spain, in 1997.

Other examples include minimalist monuments, such as Constantin Brancusi's slender, organic eccentricity *Endless Column*, a 98-foot tall colonnade of cast iron and steel installed in Târgu Jiu, Romania, in 1938. "It is heralded as one of the first pieces of modem outdoor public art," says Jack Becker, editor of *Public Art Review*, an international journal published semiannually in St. Paul, Minnesota. Its location in remote southwest Romania highlights its deeply solitary feel. The inaccessibility of the site roughly between Bucharest and Belgrade, far from what many consider the conservative mindsets that can inhibit commissions in larger centers, allowed erection of an uncompromisingly singular monument.

Newcomers and tourists often encounter art installations that simply cannot be avoided, such as the clunky, large slab of black granite-marble plunked down next to San Francisco's tallest building, the 1969 skyscraper at 555 California Street. Named *Transcendence* by sculptor Masayuki Nagare, the work eamed the nickname "Banker's Heart" after 555 California was christened the Bank of America (BofA) Building for its primary tenant at the time. When NationsBank acquired BofA in 1998, a joke making the rounds suggested that BofA CEO Hugh McColl, Jr., was planning to hijack the sculpture to the bank's new home in Charlotte, North Carolina. Nations-Bank adopted the BofA name and took most of its operations, but left its "heart" in San Francisco.

In Chicago's Daley Plaza, Pablo Picasso's 162-ton untitled sculpture rises 50 feet, the artist's gift to the people of a city he never saw, in a country he never visited. Today, it is simply known as the Chicago Picasso, a beloved symbol of the city.

Another example of larger-than-life art is Jean Dubuffet's *Group of Four Trees*, created from 1969 to 1972 and located in front of the Chase Manhattan Bank in New York City. Standing five stories tall and weighing 25 tons, the black-and-white sculpture is made of fiber-





In some cases, monuments have come to define a particular place, even becoming a symbol for an entire city—like Gustave Eiffel's tower in Paris and Eero Saarinen's Gateway Arch in St. Louis.

glass resin over an aluminum frame, with a steel armature that holds the entire piece together. Though it rises high above the pedestrian traffic, the sculpture itself is nearly dwarfed by the surrounding buildings, managing to appear big and small at the same time. It is located near Isamu Noguchi's Sunken Garden, installed in 1964.

These ubiquitous public art installations are important despite—or perhaps because of—their familiarity or the controversy they generate. Nowadays, most public art comes about through percent-for-art ordinances that require new construction or redevelopment projects of a certain size to allocate a percentage of their construction budget for public art. Generally, the art is chosen by the building sponsor with approval by a local committee, and must be visible from the sidewalk or in the open-space area of the building, such as an atrium or a lobby.

Major public works projects, such as bridges, parks, transit developments, and hospitals, often require that up to 2 percent of construction costs be devoted to art. For example, the planned Laguna Honda Hospital replacement project in San Francisco will generate \$3.9 million in art enrichment funds for a comprehensive art program.

Requirements vary across the world. In Taiwan, public spaces such as parks, plazas, and transportation stations showcase the kind of mainstream permanent sculpture seen in most large cities, from monumental statues of war heroes to abstract slabs of welded metal. A percent-for-art program became law in 1992, and by 2002, 121 new public art projects had been created.

# "THERE'S A REAL BALANCE TO BE

art creates a dialogue
THE PIECE AND THE SETTING

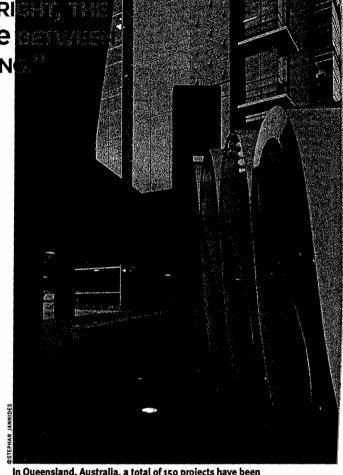
One, created by aboriginal artist Wu Diing-wuu Walis, is a radical departure from the traditional works. Traffic-type signs depicting extinct animals indigenous to the area are meant as a wry comment on the rapid assimilation of Taiwan's aboriginal groups into Chinese society.

Public artworks in Scotland have mainly come about on an ad hoc basis through voluntary percent-for-art guidelines and through more casual arrangements among developers, the government, and community groups, as well as architects and artists.

One example is George Wyllie's Mhtpothta/Matemity, a giant safety pin rising into the air. Viewed as a sociopolitical statement with a touch of humor, it began its life in 1995 in another, temporary location. Christened with the title Just in case, it was conceived as an ironic and humorous criticism of the Glasgow city council. "If they got into trouble, they could always borrow it" was the catchphrase. As with Oldenburg's larger-than-life Clothespin in Philadelphia, this work transforms the ordinary into the sublime. The safety pin was brought out of storage in 2004 and now is located on the site of a former maternity hospital in Glasgow that was demolished and transformed into a series of landscaped terraces in the city center. Seen as an example of "art at work" by its very placement, its meaning has changed as it became a symbol for what once existed on the site.

Though Spain's public art scene took a beating under General Francisco Franco's hostility toward the avant-garde and his regime's nearly 40-year censorship of literature and the arts, it had flourished before his rule and is expected to do so again. Today, there is a juxtaposition of new and old at the heart of Barcelona. Located amid ancient gothic buildings is the art nouveau work of Antoni Gaudi, considered the Salvador Dali of architecture with his use of colorful mosaic tile and curling lines. His work in the city includes his design for a modem cathedral, la Sagrada Familia, and the surreal oasis of buildings in the Parc Guell.

In France, a new forum for public art is the light-rail systems built by many French cities, resulting in new public spaces around the transit stations. These urban developments are accompanied by public art programs



In Queensland, Australia, a total of 150 projects have been completed in the seven years since the Art Built-in Policy went into effect, including the largest expenditure on a single project, at the Brisbane Magistrates Court, where 14 works by Queensland artists have been installed both inside and outside the building. Daniel Templeman's Confluence spirals like a gigantic piece of rippling aluminum ribbon candy.

overseen by city councils with the support of the country's ministry of culture. The works of art around the Strasbourg light-rail system, for example, focus on social communication, including texts and functional works such as Jean-Marie Krauth's *The Compass* from 2000, which alludes to the idea of itinerary and directions.

In addition to such new projects are the restoration and upkeep of France's old buildings or historical monuments overseen by the state. For example, the country's historic preservation department has commissioned stained-glass windows in many Gothic and Roman churches from artists whose visions are executed by master glass workers.

One of the newer, burgeoning efforts is in Australia, where public art did not figure prominently until about 16

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years ago, when the government established a percentfor-art program. In Western Australia, it has led to the creation of 400 public artworks by over 200 artists at a cost of \$8.3 million. Since the Art Built-in Policy went into effect in Queensland in 1999, 150 projects have been completed totaling \$11.3 million. The policy allocates 2 percent of capital works budgets to the integration of artwork in Queensland government buildings.

One example is the public art commissioned for the Brisbane Magistrates Court, a landmark building where 14 works by Queensland artists have been installed. These contemporary pieces range from works by indigenous artists reflecting the site's cultural heritage, to innovative works making statements about the building's purpose as a legal facility. Brisbane-based artist Daniel Templeman's scupture *Confluence* was created to illustrate the central function of the courts. Spiraling like a gigantic piece of rippling aluminum ribbon candy, its "two different forms meet as if to represent the dynamics of an altercation," according to the artist.

Perhaps the most significant aspect of public art is its accessibility. There are few, if any, time restrictions on access, no walls, no admission fees, no lines for admission, and no sold-out shows. One of the requirements in the United States is that if the art is housed in a building, it must be accessible for at least eight hours per day. But that brings its own set of difficulties in that paintings in a secure residential lobby are then "not always accessible," and thus underrepresented.

# Inside Art

Many public art installations are under roofs and have to be sought out by interested viewers. In the soaring atrium of the Queens Family Courthouse in New York City, Ursula von Rydingsvard's *katul katul* floats suspended in the center of the building's 40-by-40-foot ceiling; it is named for a Polish children's game that mimics how dough is rhythmically kneaded. Hanging five floors above the building's lobby is a 22-foot dome from which extend two tentacles composed of more than 200 pieces whose opaque finishes diffuse an airy feeling throughout the building. Made entirely of polyester plastic and aluminum, the 2003 abstract sculpture has tentacles that carry light from the building's ceiling to the ground floor.

Other examples include Emmett Wigglesworth's pair of large-scale acrylic-on-wood painted murals housed in

Constantin Brancusi's slender, organic 98foot-tall Endless Column, installed in Târgu Jiu, Romania, halfway between Bucharest and Belgrade, was one of the first pieces of modern outdoor public art. The minimalist monument was conceived as a tribute to young Romanians who died in World War I.

the auditonum of Public School 181 in Brooklyn, New York, providing color and light in a dimly lit hallway. The murals, painted in 1999, involve interconnected S forms and jewel-like patterns of color in which the people seem to be reaching out to those in the next mural.

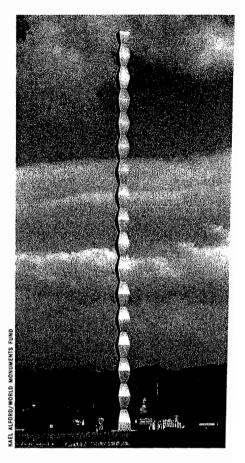
San Francisco's Coit Tower on Telegraph
Hill houses dozens of 1930s murals of American work life. The city's Rincon Post Office
protected 27 controversial mural panels of
San Francisco's history painted by Anton
Refregier in 1948. Refregier's works, which
celebrate the working class and include several panels on an infamous dockworkers'
strike, are still on display in the rechristened
Rincon Annex office/retail complex, having
survived Republican Senator Hubert Scudder's effort to remove them shortly after their
installation as "derogatory and improper
depictions of California." Even Richard Nixon,

then a U.S. senator, became involved, writing that they were "inconsistent with American ideals and practices."

This raises the recurrent question for cities and countries over who should choose the art. Not every country is as vested in its art as is France, which set up a ministry of culture. Nowadays, in particular, everyone is potentially a critic, making it harder for developers, architects, and city planners to place what all consider appropriate works of art.

"Public art works best when it creates a symbiosis between the piece, the building, and its surroundings," says David Hobstetter, a principal with San Francisco—based Kaplan McLaughlin Diaz Architects, which has designed many buildings in conjunction with public art. "There's a real balance to be achieved. When done right, the art creates a dialogue between the piece and the setting."

VALERIE FAHEY is a freelance writer living in Piedmont, California.



# 

Dalles Brass, Wednesday, November 6,2003

Userae 1 Feding Newspaper

# A downtown park really can make a difference

New York City oasis essons for Dallas holds some good

this is the core of the Big Ap-Traffic flows, horns bonk in - been more significant than it is "I I were looking for a quiet oasis in New York City, it h locals for walking space on santly, neon signs turn night o day, and tourists compete wouldn't be on 42nd Street. sidewalks.

But just steps from the Theater d where a miracle seems to e place. The noise goes away. strict is an eight-acre tract of ple slow down, Everything be-

much difference. It does.

Bryant Park is a wonderful gift New Yorkers and visitors alike. e park has been around since 1850s. But its role never has nes softer.

posal to build a park in the heart town, surprised her with a pro-

as a major amenity for the growof the city.
This "big idea" would be an ing number of urban dwellers in ment tool for downtown as well the central city, committee memeconomic developmportant bers said.

takes place when you step onto

the long green lawn and watch

Since the Inside the Loop they don't particularly like the Committee made its recommendation, the downtown park proposal has floated back and forth. City officials like the idea. But My visit to the park during a New York vacation last week was primarily for relaxation. But it also was to resolve for this doubting individual whether downtown

are located throughout the mous and not-so-famous indivi-Bryant Park was nearly lost to

duals from the city's past

the park. A scenic restaurant operates nearby. Old-style kiosks grounds along with statues of fa-

> large enough to have an impact will cost millions of dollars. With property and developing a park Clearing a block of downtown residents on the outskirts of Dallas saying they need more green space, too, the competition for funds will be keen. the type of park that downtown Dallas needs. The Inside the Loop Committee, appointed by Mayor Laura Miller to come up with ideas for revitalizing downgreen space really makes that Bryant Park often is cited as

drug dealers in the 1970s and 1980s. A redesign of the park in the 1930s included an iron fence.

surrounding the property. That made it an easy place for pushers to do business. But a restoration

project that was completed a de-

safety of the grounds without a police presence ensures the But it is impossible to visit Bryant Park without understandng what the committee is talking about. The transformation that

Development across the streets surrounding the park has been steady and impressive. Construction can be seen everywhere. The buildings are a far cry from what was there a couple of detop-rated restaurants and many cades ago. There is a luxury hotel, ousel and older people playing children riding on an antique car-Public Library frames one side of

The century-old New York

chess is amazing.

HENRY TATUM

ant Park. The property is located vide a vista similar to that of the The site under consideration for a downtown Dallas park across the street from the old Dallas City Hall, which would protracks well with the design of Bry

be to make the park large enough to have an impact. The Inside the The challenge for Dallas will New York Public Library

cade ago has given the park the Loop Committee has suggested look and feel it enjoys today. And 10 acres. That may seem overly 10 acres. That may seem overly ambitious. But the success of Bryant Park hasn't depended solely on tax tion Corporation led a privately funded restoration and redesign money. The Bryant Park Restoramaking visitors feel unwelcome,

goal. There are individuals and foundations in this city that are capable of helping to finance an for this project is properly ex-Dallas can achieve the same urban park downtown if the need

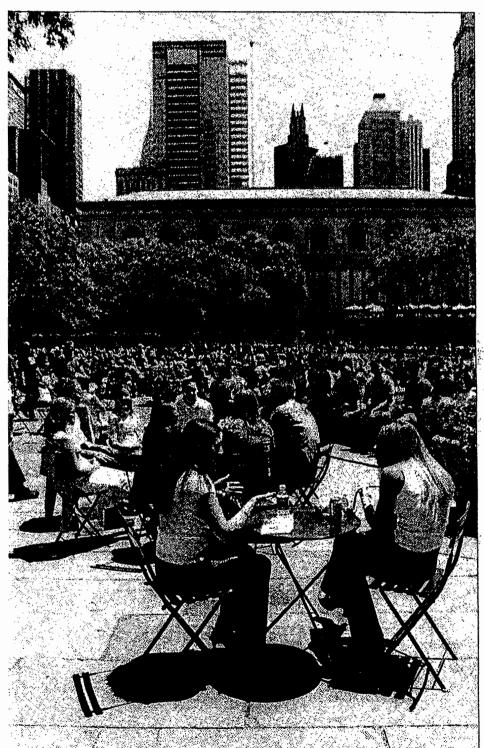
The funds are there. What Dallas needs now is the vision and the determination.

las Morning News. His e-mail address is htatum@dallasnew-Henry Tatum is an assistant editorial page editor of The Dals.com

# POST STORY

Saturday, June 14, 2003

An urban war zone only a decade ago, Manhattan's Bryant Park is an oasis atracting thousands of midday visitors. Could Cincinnati learn from its example?



# Park a how-to for city

By Barry M. Horstman Post staff reporter

NEW YORK — There was a time 10 years or so ago, urban consultant John Alschuler notes, when "you couldn't go in Bryant Park unarmed without taking your life in your hands."

At lunchtime Tuesday, though, when nearly 6,000 people flocked to the graceful park on a gloriously bright day in midtown Manhattan, the only dangers lurking seemed to be sunburn or not finding a place to sit.

to sit.

The dramatic turnaround at the 161-yearold park built on a former potter's field, Alschuler and others believe, holds important
lessons for Cincinnati as it ponders strategies for revitalizing Fountain Square as part
of a comprehensive rejuvenation program
for a downtown still slowly rebounding from

See PARK on 6A



On warm, sunny days, thousands of New Yorkers flock to Bryant Park, a green oasis some feel could serve as a model for revitalizing Fountain Square. Above, one of the park's older visitors manages to find a quiet spot to read.

BARRY HORSTMAN/The Post



Saturday, June14, 2003

# irk: Lessons could be applied to Square

From 1A

ong effects of the 2001

re looking for a model. an't do much better. huler, a consultant to artie Luken's Econom-oment Task Force. l Cincinnatians would et. Long accustomed to

lew York as the poster nearly every conceiva-ty ill, many Cincinnaimunity leaders and avzens alike, share the hat if the Big Apple is er to the Queen City's then the cure perhaps an the disease

Park, however, may be exception, because the glimpse at Fountain potential future may from the various redating Cincinnati City other local offices, but to the northeast in a park that has become most inspiring urban ories in America

omparison between ark and Fountain ost take into account Bryant Park is considgger than one blocktain Square, and withplocks has access to es more people than 00 workers found t all of downtown Cur-Moreover, Fountain st month's fatal shoot hstanding, has never approached Bryant e-time serious crime

officials in both cities many of the ideas that d Bryant Park could h-needed life into the thas long been Cincingraphic and spiritual

after poet and editor ullen Bryant, Bryant ies with the kind of enmey and activity only ly found at Fountain spite the latter's comription as "the most urban plaza in Amerarter century-old citaorban designers now in a historical than ary sense.

days routinely draw 4.000 to 5.000 brown-Bryant Park for lunch to 000 overall through-- the kind of crowd in Square attracts ouaordinary occasions ing of the city's Christmas tree.

Bryant Park's normal crowd is a diverse one, ranging from sharply attired businessmen and women to parents and grandparents watching children ride a carrousel to players exuding a stud-red casualness as they take advantage of the bocce court, chess boards and backgammon tables. A rough headcount is made daily at 1:15 p.m. by two workers with hand tabulators. with Tuesday's total of nearly 5.900 - attributable in part to a break in the chilly, rainy weather that preceded it - being an alltime lunch-hour high.

Determined to make the park more than simply a place where a busy lunchtime crowd pauses for a half hour. Bryant Park's managers have crafted an attractive. constantly changing lineup of varied offerings and activities to make it a destination where people linger, succeeding in another area in which Fountain Square talls short.

Free yoga lessons and free wireless Internet access are lures, the latter persuading many who formerly rushed back to their offices to bring their laptops and stretch their lunch hour. After business hours, thousands throw blankets on the park's lush Great Lawn to enjoy "Broadway Under the Stars" and classic mo-vies shown weekly at sunset during the spring and summer. The niggest crowds, approaching 15,000, are drawn by periodic free concerts by big-name acts such as Sting and the Barenaked La dies, and the park also host: weekly concert series of ABC's Good Morning America.

Perhaps most important. crime, once on the verge of con-suming the park and forcing nearly all desirable visitors and activities from it, now is all but nonexistent About two dozen homeless people live in the park. except for the overnight hours when it is closed, but they are so heavily outnumbered as to be neither a deterrent nor a threat to other visitors.

You'll never hear anyone say they don't leel safe in Bryant " said Damel Biederman. executive director of the Bryant Park Restoration Corp., the private non-profit group that manages the park. "Now there's a felining maybe every other year."

That is a happy, against-ail-odds ending that once would have been dismissed as too implausible even for Broadway au-diences to swallow on the stages

of nearby 42nd Street. Situated near Times Square ehind the New York Public Library, the site that would eventually become Bryant Park once saw Washington's troops race across it after being routed by the British in the Battle of Long Isand later, during the Civil War, was used for Union Army drills.

That part of the park's colorful history seems especially appro-priate, because by the late 1970s it had become an urban war zone. had become an urban war zone, a haven for drug dealers and muggers avoided by savvy New Yorkers. Nearly 750 serious crimes occurred there annually, prompting many office workers and residents to walk a block out of their way to avoid even coming into contact with the park's pe rimeter on Sixth Avenue be-tween 40th and 42nd streets, particularly after sundown.

Indeed, only five years after the New York Landmarks Preservation Commission described Bryant Park as "an urban amenity worthy of our civic pride." ur-ban sociologist William Whyte offered a more sobering assessment in a 1979 report in which he concluded: "If you went out and hired the dope dealers, you couldn't get a more villainous crew to show you the urgen-

cy of the situation."
With that bleak prognosis serving as a call to arms, financing and prodding from the Rock-efeller Brothers Fund led to the establishment in the 1980s of the Bryant Park Restoration Corp., which launched a decade-long campaign to transform the park

agement and funding.
New York officials, only too happy to hand off a seemingly in-soluble dilemma to the private sector, enthusiastically backed the idea, guided by then Mayor Ed Koch's willingness to em-brace one of the early examples of privatization of municipal services in America. The BPRC now oversees every facet of park operations, from security and litter removal to flower planting and lease negotiations with the park's tenants.

Nearly \$18 million, most of it private donations from adjacent property owners and others. eventually bankrolled the park's renovation. Today, the BPRC's \$4 million annual budget also comes from private sources, about \$750,000 of it from assessments on adjacent properties and the rest from lease payments from the 75 to 100 concerts and

other major events held in the boom!, you're in this little quiet. park annually.

Opposition, however, came from preservationists who, despite the fact that the park was well on its way to becoming a public space used only by those members of the public who were criminals, wanted it to remain untouched. Others disapproved of turning over a small percentage of a public park to private businesses such as the upscale Bryant Park Grill restaurant and ice cream, coffee and snack kiosks, while some perceived a conspiracy to convert the park into a quasi-backyard for the sur-

to a quasi-packyara for the sur-rounding high-rises that over time would force others out of it. Once the "new" Bryant Park opened in 1992, though, the com-plaints evaporated. Literally overnight, crime dropped by 92 percent and the number of annual visitors doubled, patterns that have continued in the same

direction for the past decade.

In "A Guide to Great American Public Places." Gianni Longo calls Bryant Park "one of the most sensual, graceful open spaces m New York City." Bryant Park, Alschuler adds, is "a new Central Park at the crossroads of the city" that, thanks to extensive media exposure at concerts and other high-profile events seen its distinctive 300 by-215-foot lawn. Banked on one side by the library's imposing facade, become an increasingly mark. When officials searched for an effective symbol for New York City's bid for the 2012 Summer Olympic Games, a huge "NYC 2012" was mowed in Bryant Park's lawn to be photo-graphed from above. Despite Bryant Park's larger

size, creative landscaping gives it a more intimate, relaxed and verdant almosphere than the rather harsh environment created by Fountain Square's largely paved design - a concept that Alschuler, who favors a much greener Fountain Square, has consistently urged Cincinnati leaders to heed From certain spots in the park, towering trees create a ceiling that blocks out the nearby highrises, and even at the most posed points, the trees soften the views of the surrounding con-crete, steel and glass.

"It's a bit of a cliche to call it an oasis. I guess, but that's what it is." marketing consultant Robert Loeb said last week while enjoying an outdoor lunch with four colleagues. One minute you're at Times Square and the next.

green patch. You can almost forget you're in the city.

Perhaps no one is more pleased about Bryant Park's reversal of fortune than surrounding property owners, who have seen land values and leases soar over the past decade. At the Grace Building, a gently sloped high-rise that rarely topped 80 percent occupancy at prices averaging about \$35 per square foot in the early 1990s, now is fully ased at rates in the mid-to-high \$50s range, Biederman said. An award citation from the Ur-

ban Land Institute underlines the impressive progress. "The success of the park." the ULI award said, "feeds the success of the neighborhood."

In trying to apply the lessons of Bryant Park to Cincinnati, Alschuler focuses on "three things they did right" in transferring

the park's management to a pri-vate entity, redeveloping it with

revenue generated by the restaurant and other activities, and 'policing it aggressively."
While addressing various Cin-

cinnati audiences in recent months. Alsohuler has consistently hammered away at all three points. A new group that consolidates the efforts of existing downtown organizations, he says, could streamline planning for Fountain Square and surrounding blocks of retail. A "glass cafe" would be a welcome addition to the square, he adds.
But none of that will matter,

he emphasizes, unless down-town safety - in reality and perception - is no longer an issue. "If it's not safe, nothing else matters," Alsohuler told one group last week at the Mercantile Li-

If nothing else, Bryant Park where one day this week the only thing a security guard had to worry about was a tipped-over chair proves his point.

# The Metro Section

The New York Times

FRIDAY, AUGUST 25TH, 1996

# Town Square Of Midtown

Drug Dealers' Turf Is Now an Office Oasis

## By BRUCE WEBER

The young professionals were packed in at the outdoor terrace bar at the Bryant Park Cafe, four, live, six deep, hundreds of 20- and 30-something men with their jackets off and ties loosened, women in linen suits or sleeveless dresses. The temperature was in the 90's. but the socializing was full throttle.

'It's always a madhouse on Thursday, said Nelson Mercado, a park security officer on restaurant detail, standing outside the bar's restraining ropes.

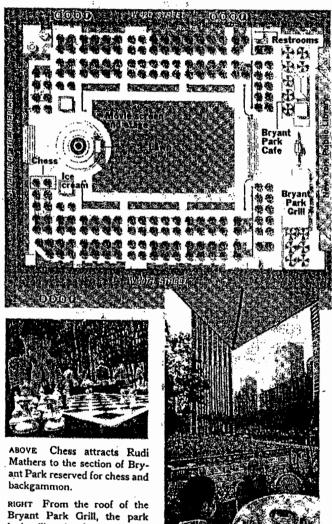
Inside the after-work, anxious-for-theweekend crowd flirted, drank beers and pastel-colored cocktails out of plastic cups and sang the praises of a place to go in the open air to relax after office hours and perhaps begin an evening of social adventure.

"Do I not go out every Thursday night, and do I not look for the hot spot?" Robert Zeidman, a computer software salesman, asked rhetorically. "China Grill was the hot spot in the spring. Now this is the place."

Bryant Park? Hot?

It would be a hard point to argue, given the crowd and its exuberance, though a few scant years ago it would have been the most unlikely of gathering places. The Thursday-night scene at the Bryant Park Cafe (an offshoot of the more formal Bryant Park Grill just south) has accrued its popularity quickly since it opened in May. But it is only the latest exclamation point for the overwhelmingly active scene at Bryant Park, the renovated nine-acre rectangle between 40th and 42d

Continued on Page B2



looks like the front yard of midtown Manhattan.

# Bryant Park Has Become Midtown's Town Square

Continued From Page B1

Streets that, in an odd incarnation of a small-town tradition, has become Manhattan's town square.

"I work downtown, but I come here as often as I can," Larry Johnson, a producer of television commercials, said one recent afternoon. He was smoking a cigar and watching backgammon games behind the park fountain, where the kibitzing was heavy and, at least once, a \$100 bill changed hands.

"It's great for the city," he said.
"Kind of like the way it used to be,
when people sat with each other
more and talked to each other
more."

Bryant Park is now a place to which people gravitate. Several news conferences have been staged there recently, including one for the MTV Music Video Awards that featured Mayor Rudolph W. Glullani and Michael Jackson. On temperate weekdays, business meetings are conducted on the lawn.

From the lunch crowds that swellto 4,000 or more, particularly when
free concerts, literary readings or
comedy performances are scheduled, to the Monday-night movies
sponsored by HBO that attract as
many as 10,000 people, to special
events like the blannual Seventh on
Sixth fashion shows, Bryant Park
has, in the three years since its reopening, been transformed from
sequestered haven for drug dealers
into one of New York City's busiest

outdoor public spaces.

"It's a success that surprised a lot of us," sald Alexander Garvin, a professor of urban planning at Yale who is a newly appointed member of New York's City Planning Commission. "If you had asked me two years before they opened, could you eliminate the population that used the park by redesigning it, I'd have laughed in your face, And I'd have been wrong. Totally wrong."

been wrong. Totally wrong."
Today, the park may have the city's cleanest free-standing restroom. It has its own 24-hour security force and maintenance crew, which to a large extent are responsible for the sense that life in the park is under control.

Though city owned, the park is privately managed by the Bryant Park Restoration Corporation, a nonprofit entity founded in 1980 by Andrew Heiskell, former chairman of the New York Public Library. More than half of its \$1.7 million maintenance budget comes from businesses in the neighborhood, the rest from the City Parks Department, private donors and lately, concession and event revenues.

The Restoration Corporation is run by Daniel A. Blederman, who is also president of the Grand Central Partnership and who has had easier years. His plans to create a similar business improvement district in New Jersey had to be scuttled after questions arose about its financing. Then came reports that partnership workers had harassed the homeless at automated teller machines.

For Mr. Blederman, Bryant Park seems an unequivocal coup.

Mr. Blederman spent a recent lunch hour the way he frequently does, touring the park, pointing out favorite features, like the movable, lightweight green chairs ("You can pick one up with one finger," Mr. Blederman said, "so an old lady who wants to control her space can move it") and niggling flaws (the midblock entrance on 42d Street is

# Beer, bands and bikinis where drugs once ruled.

underused), and picking up the occasional bottle or newspaper the maintenance people overlooked.

The activity in the park on this day was impressive. Many of the light-weight chairs (there are 1,151 of them) had been commandeered by lunchers and sunbathers.

"Bikinis in Manhattan always surprise me," Mr. Biederman said.

On the edge of the lawn, Nelson Foy, a maintenance man, was counting heads. It was a little early yet—not quite 12:30 P.M.—for the biggest crowds, which, Mr. Foy said, generally make it to 4,000 at peak time, about 1:30. He estimated that 10,000 people visit the park on a sunny weekday between noon and 2:30 P.M.

"We count men and women," Mr. Biederman said, "because the ratio is the best indication of safety. Women vote for safety with their feet. We're still a little over 50-50, a few more men than women."

An informal survey of park users at lunchtime and through the afternoon turned up a plethora of regular visitors and enthusiasts. The crowd swelled, as predicted, between I and 2 P.M. Empty chairs, particularly in the shade of the London plane trees, grew scarce. A young woman walked the lawn, passing out free hardcover copies of "High Fidelity," a new novel by Nick Hornby. She turned out to be Wendy Carlton, the book's editor at Riverhead Books, who said the park at lunch time, with its business people flooding the place from nearby offices, was a veritable corral of target readers, a promotional gold mine.

As lunch hour turned to midafternoon, the population dwindled a bit, But the action on the chess and backgammon boards remained heavy.

"Business is terrific," said Bernhard Vennekohl, the manager of the park concession for New York Chess and Backgammon, whose storefront is on West 41st Street. "The heat has had a diminishing effect, but the players, as you can see, are resolute."

Mr. Vennekohl sald he stays open till dark, and later on some nights, when there are movies or music.

"I get couples here before dinner," he said, "and I put candles on the tables during the movies. It makes for a romantic atmosphere."

As afternoon gave way to evening, balloon men arrived and began festooning the bandstand with clusters of blue and white helium balloons in preparation for a salsa and meringué concert. After 5, neighborhood offices began disgorging their workers and lassitude gave way again to a large crowd's kineticism. At the Bryant Park Cafe, the singles began arriving in droves.

"You can get culture, comedy and a drink, all in one place," said Scott Saber, an investment banker. "The crowd is upbeat and classy and everybody's looking to have fun."

Susan Murach, a fashion merchandiser who has worked in the neighborhood for six years, said: "This area needed a place like this. There's never been a place for people who work here to go out after work." The only problem, she said, was that maybe it had become too popular, "You have to get here before 5:30 in order not to stand in line."

At that moment, 7 P.M., the line stretched for 100 yards across the stone terrace behind the New York Public Library. On the stage across the greensward, the band, La Banda Loca, was rocking. On the lawn itself, people were loiling, dancing, swaying, making out or just listening; behind the stage, tourists tossed coins in the fountain pool where children raced toy boats.

Last minute bargain hunters waited impatiently at the haif-price tlekets booth, hoping to make it to performances of dance and music events around town. The ice-cream klosk was doing a brisk business. The chess players concentrated, oblivious amid the hoopla.

All this was going on as the sun went down behind the skyscrapers along the Avenue of the Americas. It was festive, like a carnival on Main Street U.S.A. But it was only Thursday night in New York.



Thursday night is singles night in Bryant Park, the midtown park that has become a hot spot after a major renovation changed it from a gathering spot for drug dealers to a place to see and be seen for nearby office workers and others.

# KEAL ESTATE FINANCE TODAY

The Weekly Newspaper of The Mortgage Bankers Association of America

May 28, 2001

# Entertainment Properties Create Retail Value

Destination real estate can increase the value of surrounding property while improving city infrastructure.

BY MICHAEL MURRAY

Destination real estate is bringing together retail stores with museums, hotels with parks, and creating a mixed-use urban development with a cultural flavor.

Multiplexes, arenas and restaurants represent the retail sector while museums, festivals and parks provide the cultural influence.

Some examples of destination real estate include the Metreon in San Francisco, a 417,000-square-foot retail entertainment center surrounded by the San Francisco Museum of Modern Art and the Yerba Buena Center for the Arts.

Denver Pavilions in lower downtown Denver brings together Coors Field, the Pepsi Center and the historic Elitch Gardens Amusement Park.

And, Old Pasadena in Pasadena, Calif., has more than 100 historic buildings in the district, where sales volumes have increased from \$10 million to \$200 million since its inception in 1983.

Donald Carter, managing principal of Urban Design Associates in Pittsburgh, said that the cost-benefit analysis usually becomes positive especially if the destination place is built on undervalued land.

Bethlehem Steel Corp.'s former plant in Bethlehem, Pa., is being transformed into a museum and retail entertainment destination called Bethlehem Works. The site enhances the land and takes advantage of the city's industrial heritage.

In Atlanta, Olympic Centennial Park stayed after the Olympics closed down and new development around the park has increased land values.

A 1998 housing study conducted by Haddow and Co. in Atlanta reported that 95 percent of residents surveyed moved into the downtown area since the 1996 Summer Olympics and viable residential opportunities exist in the Centennial Olympic Park Area.

Bryant Park in New York City, formerly Needle Park, is another example of how real estate values soared after turning the park around and facilitating better use of the land. Office towers like the Grace Building and Bryant Park Studios went from 80 percent occupancy to 100 percent after the turnaround.

"The presence of the park and the cleanup of the area initially made it a good destination for office and showroom type of space," said Bob Lieb, chairman of Mountain Development Corp. in New Jersey and owner of Bryant Park Studios. "It at least doubled the rents from what they were."



Bryant Park in New York Cuy, formerly Needle Park, is another example of how real estate values soured after turning the park around and making greater use of the land. Page 11

Rents were below market at Needle Park but Bryant Park brought them to the top level, according to Lieb.

"The opening of the park and the improvement of the area encouraged the owners around there to upgrade their spaces and buildings," he said. In the mid-1980s, Horton Plaza in down-

In the mid-1980s, Horton Plaza in downtown San Diego was an early prototype of destination entertainment real estate and helped to revitalize the city's Gas Lamp district and bring in approximately \$5 billion of investments into the blocks around Horton Plaza.

"It once was a terrible part of the city," said David Moreno, senior vice president at The Jerde Partnership International Inc. in Venice, Calif. "There was nothing there."

Destination real estate is designed to appeal to a variety of tastes and the volume of visitation usually relates to profits;

"You tap a broader market," Carter said.
"Everybody feels comfortable in the desti-

Some people visit destination places for specific reasons, such as shopping at a particular store. Others have no other intention but to walk around and visit the sites.

"The numbers show that those people buy something before they leave," Moreno said. Destination places usually have different looks to reflect the local and cultural influence of the area.

"Destination developments build on local traditions whatever they might be," Carter said, adding that national retailers are great credit tenants while local tenants add "charm" and "uniqueness."

Local developers of these developments might bring in national developers and involvement from the city. Cities making an investment in their infrastructures might grant tax breaks to developers or they could take out 30-year bonds as partners in the project and earn a percentage of the income as a part of the deal with the developer.

Stadiums and arenas usually have large public investments but arenas and baseball stadiums tend to have more leverage than football stadiums.

"The most attractive place for an entertainment destination is an arena," Carter said.

For example, the MCI Center in Washington not only is the home of the NBA Wizards and NHL Captials, but it also hosts concerts and attractions like the National Sports Gallery, the American Sportscasters Association Hall of Fame and the Discovery Channel Store.

Phursday, March 7, 2002

THE

Section B

# **BALTIMORE CITY/COUNTY**

# New plan for Center Plaza is lively

Largely paved space to be reborn as grassy, pedestrian boulevard

'Reintroduce green'

By SCOTT CALVERT

Baltimore will never be Paris, but a team being unveiled today to overhaul downtown's stark and desolate Center Plaza has such high hopes that it likens part of 45 design to the City of Light's famed Champs Elysees.

Though it lacks an arch, Baltimore's version — projected to cost \$6 in Illion to \$7 million — is envisioned as a block-long, bustling bedestrian boulevard with cafe tables, flowers, trees and park benches on the plaza's western

A giant lawn would fill most of the city-owned plaza, now largely paved and often empty. It would be crisscrossed by footpaths and, possibly, a reflecting pool. In the middle would be a stage where musicians could perform for audiences lounging on the grass.

The winning bid, picked late last month, is the work of a team led by Baltimore architects Brown & Craig. The firm is also redoing neighboring Charles Plaza for developer David H. Hillman and plans to better link the two plazas.

A panel of design experts chose its Center Plaza plan from five entries solicited by the Downtown Partnership, a business advocacy group overseeing the spots planned rebirth for the city.

"Not only will it be the front yard for thousands of employees and hundreds of residents, it will also provide a softer edge for what we hope will be a thriving shopping area," sald Michele L. Whelley, the partnership's president

partnership's president.

Whelley said the cost would be divided among three sources: the city, adjacent property owners and, since the spot is a major transfer point for the Maryland Transit Administration, a mix of state and federal transportation enhancement money.

The goal in revamping a plaza that opened in 1970 as a model of urban design is to remake it as a place people want to be. "We really need a living room for this part of

downtown," said architect Bryce A. Turner, principal at Brown & Craig, taking note of the area's growing residential flavor.

"We think Baltimore sorely lacks green space," added Scott J. Bykiel, vice president at Mahan Rykiel Associates, landscape architects working with Brown & Craig, "Our broad concept was to reintro,"

duce green."
Even if no snags arise, construction would not start for about a year, Whelley said. That would mean completion in late spring of 2004.

The plaza is tucked among office towers on the north side of Fayette Street, west of Charles Street Owners of nearby buildings will play a key role in its rebound. Whelley and others said.

Peter G. Angelos is renovating his One Charles Center, the black tower designed by Mies van der Rohe. With plans for a groundlevel restaurant, Angelos is interested in a livelier plaza. On the opposite side, Baltimore Gas and Electric Co. would like to put a restaurant or bookstore in its two varant retail levels. Turner said.

cant retail levels, Turner said.

A bus stop on Fayette would be expanded, with the rear portion housing a concession stand and public bathrooms.

Dan Blederman, an urban mantagement consultant working with the Brown & Craig team, said his experience at Bryant Park in Manhattan has applications here. For example, he said, a janitor cleans bathrooms there every five minutes, making them clean and safe.

Unsuccessful bidders had proposed a variety of ideas. Ohe wanted to fill the center of the plaza with a series of granite and metal platforms and steps that could provide casual seating of serve as an amphitheater for large performances.

Another suggested keeping the arc of mature trees and the oval design in the center of the plaza and adding a curving glass canopy.

# Pittsburgh Tribune-Review

# THURSDAY

For more news, see pittsburghLIVE.con

# CITY&REGION

# Murphy backs Schenley Plaza

By Ellen James

The transformation of an Oakland parking lot into the centerpiece of the neighborhood's varied intellectual interests was formally backed Wednesday by Pittsburgh Mayor Tom Murphy

Tom Murphy.

The proposal unveiled in Schenley Plaza — with an estimated price tag of \$6.5 million — would eliminate the 278-space parking lot in the plaza and add trees, lawns, flowers, "first-class" concessions, loose chairs and tables, welcoming lighting and self-cleaning restrooms.

Officials hope the plan will help meld Oakland's educational, cultural, medical and technological com-

munities.

Representatives of the city planning and parking authorities, the University of Pittsburgh, the Oakland Task Force and Western Pennsylvania Conservancy joined Murphy in making the announcement.

"Oakland is in motion," said Paul Tellers, a member of the Oakland Task Force and Carnegie Mellon University architect. "It is the place to learn, research, work and play, but, the town center will bring all of that together."

The city of Pittsburgh will joir with the Pittsburgh Parks Conservancy and other local groups in turning the plaza into a public space with gardens, performances and artwork that would be supported by the daily traffic of the nearby universities' students, faculty and staff and tourists. The parking lot sits between Carnegie Library and Hillman

Schenley Plaza originally was designed to be the grand entrance into Schenely Park from Oakland, not a surface parking lot

not a surface parking lot.
While finding parking in Oakland
can be troublesome, Ralph Horgan,
director of the Pittsburgh Parking
Authority, said the gain of a new public space is worth the loss of parking

spaces.

"The parking lot takes less than two percent of the total parking in Oakland," he said. "We will be working with the Oakland Task Force to make up the spaces being lost.

make up the spaces being lost.
"But it is patently obvious that we have to move forward for the greater good of the neighborhood."

The parking authority makes about \$675,000 annually from the parking lot.

Murphy said the city will work with the Western Pennsylvania Conservancy, Pittsburgh Parks Conservancy and the Oakland Task Force to raise money for the plan. Although a project designer has not been chosen, construction could been by the fall of 2003.

Aimough a project designer has not been chosen, construction could begin by the fall of 2003.

The plan to transform the parking lot was drafted by New York City-based BRV Corp., the same firm that helped transform Manhattan's Bryant Park from a drug haven into a popular spot for outdoor lunches and entertainment.



# Manhattan revitalizer aims for new life in Bayfront Park

BY SUSAN STABLEY

The man behind restoration of Manhattan's Bryant Park is now work-ing on ideas to make Miami's Bayfront Park more user-friendly.

Daniel Biederman of Biederman Re-

development Ventures, co-founder of several New York City patherships or ganized to revitalize and manage its downtown areas, is being paid \$50,000 to speathead a plan to breathe new life into Bayfront Park. His goal is to make the park usable for more than weekend events but one that is active 12-plus

hours a day, seven days a week.
"As downtown Miami continues to evolve, so must Bayfront Park," said

Timothy Schmand, executive director of Bayfront Park Management Trust. Depending on the progress of a few projects near the Miami River, as many, as 3,000 additional residents could be. living in the downtown area in less than

"We're going to have people fed to us," said trust member Blena Carpenter. "If we're not ready by then, then we

Among the honoirs it has received, Bryant Park—8 acres behind the New York Public Library between 40th and 42nd streets and Fifth and Sixth avenues Library, took over operation of Bryant Park and transformed the crime-ridden, rundown public facility into a vibrant

Daniel Blederman will get \$50,000 to bring new life

During the 1980s, Mr. Biederman and Institute Excellence Award for public

the country on economic development and rehabilitation. Last Friday he spent the day with officials and staff from Bayfront Park Management Tutar. The brainstorming has only just be-Andrew Heiskell, former chairman of projects.
Time Inc. and the New York Public When he isn't running Bryant Park.
Library, took over operation of Bryant Mr. Biederman is advising eithers across

Mr. Schmand took Mr. Biederman on

key advantages such as stunning water wiewgand design obstacles have been idenfied Whatdoesh's work shouldn't be a großem, Mr. Biederman sald:
"There's no error that out't be te-- in 1996 was given the Urban Land atout of the 30-plus acre park. Aiready

during their Junch breaks. "The width is a disincentive," said Mr.

# 

Tuesday, June 24th, 2003



FAMILY MATTER Chice Bryant Barbera, 4, holds book by ancestor William Cullen Bryant in midtown park named for poet, with relatives Wynona Bryant Barbera, 10, and Claudia Goddard.

# Reading room sprouts in park

# By SONI SANGHA DAILY NEWS WRITER

The gloomiest June on record hasn't dampened New Yorkers' enthusiasm for Bryant Park's new outdoor reading room.

Inspired by the New York Public Library's outdoor reading area, which was in the park from 1935 to 1943, the new site is about the size of the original. It offers 540 books, 170 magazines and 18 newspapers.

and to newspapers.
An early visitor on opening day last week, Charlotte Fuchs.
54, picked up "How to Love a Difficult Man."

Difficult Man."

Marveling at the open lending policy, Fuchs, of Brooklyn, wondered, "How do they keep these

books from getting stolen?"
The answer is simple: Good
Samaritans keep an eye on colored stickers. Rare and popular
reads and periodicals with red
circles stay on the premises at
the north side of the park.

the north side of the park.

Anything with a green marker can be taken home and even

swapped. The loosely organized al fres-

co reading room charmed Stella Syrrakos, who wants one at home in Milwaukee. "I'm going to talk to my mayor and give him the idea," said the visiting 72-year-old.

Heading the mostly volunteer staff. Jordan Benke has little library experience but is enthusiastic about the job. "I'm glad I'm not working in an office." said the 23-year-old, who will be paid

an intern-level wage.
Benke, an artist by night, has
lived in the city for two weeks
but is relishing the chance to affect what New Yorkers read.

but is relishing the chance to arfect what New Yorkers read.
"I want to get a collection of
art books," he said, adding that
books in storage will likely be ro-

tated in.
One author who remains a staple is the park's namesake, poet William Cullen Bryant.

His great-great-great-greatgranddaughrer. 10-year-old Wynona Bryant Barbera, was at the opening ceremonies. Shyly confessing to being a poet, she hopes that one day her work will be in the park to be read by all.





# The Park Ranger

# Restoring Midtown's Green Jewel



Dan Biederman surveys the bustling midday scene in Bryant Square Park.

or deli in the neighborhood.

In recent years, thanks to Dan Biederman and the Bryant Park Restoration Corp., sitting in the park and enjoying the midday sun has become a favorite pastime for thousands of midtown office workers. Although the park had been a haven for drug dealers and prostitutes in the '80s, now, under private management, it is virtually crime free and on an average day draws more than 10,000 New Yorkers for '

Biederman, president of the Bryant Park Restoration Corporation, says the most gratifying part of the success in on polishing it and make it better each year."

🛖 n the 1980s, midtown office workers had a limited "converting the park to an urban oasis from one riddled by choice for lunch: stay at your desk or go to a restaurant; drugs and crime is that it has become a model for other

> "Our belief is that every service provided by government can be improved upon," said Biederman, who gave the example of litter collection which had become too mechanized. In Bryant Park, he said, it is done the old-fashioned way with shovel and broom.

The park also programs 380 events a year and is home to the very successful Bryant Park Grill, which pays BPRC activites ranging from sunbathing to nightime film screen- ; \$700,000 a year in rent. "We got to this stage because we're perfectionists," said Biederman. "But when I sit in the park now, I still see some things I don't like. We're going to keep

# **Bryant Park**

In 1987, the not-for-profit Bryant Park Restoration Corporation (BPRC) took over management of a neglected park in New York City that was becoming a threat to pedestrians and a liability to its neighbors. BPRC executed a successful campaign to raise \$9.5 million in capital costs for extensive renovations and \$7 million for the construction of food concessions from the city of New York, private donations, and a bank loan. A business improvement district (BID) assessment of about \$.14 per square foot on commercial property owners and park rentals and fees provide three-quarters of the annual operating expenses. Rent paid by two private restaurants in the park is being used to amortize the debt.

The plan for the park's renewal was based on urban design consultant William H. Whyte's research studies of the use (and nonuse) of urban public spaces. Bryant Park reopened in 1992 with new gardens, new lighting, restored statues, a lounging lawn, folding chairs, free public toilets (regularly cleaned and attended, with fresh flowers on the counters), new food kiosks, and its own maintenance and security staff (composed of out-of-work and homeless people), including a horticulturist and an events coordinator.





Bryant Park has become a popular gathering place and an attractive rental site for special events. Many parkside properties have been renovated. The rare aspect of Bryant Park's restoration is that a very wellresearched design and management program was carried out to the letter, despite the involvement of at least a dozen public agencies and many private interests.

## **Official Statement of Award**

"Almost every step in the revival of midtown Manhattan's derelict Bryant Park was groundbreaking. A wisely planned and managed investment in open space has turned a disaster into an asset, dramatically improved the neighborhood, and pushed up office rents and occupancy rates."



# **Project Data**

Location: New York, New York

Owner: New York City Department of Parks

Beveloper: Bryant Park Restoration Corporation

(BPRC)

Urhan Design Consultant: William H. Whyte, Jr.
Architects: Hardy, Holzman, Pfeiffer &
Associates (kiosks and restaurants) and
Kupiec & Koutsomitis (restoration)
Landscape Architect: Olin Partnership
Garden Design: Lynden B. Miller
Size: 7 acres
Completed: 1992 (park) and 1995 (restaurants)

27

# THE WALL STREET JOURNAL.

# REVIEW & OUTLOOK

WEDNESDAY, MAY 20, 1998

# The Private Sector Shows How to Run a City

By Julia Vitullo-Martin NEW YORK-Mayor Rudolph W. Giuliani has become a poster boy for better city government. But the revolution that revitalized New York started well before Mr. Giuliani became mayor-and was initiated by the private sector.

The most striking symbol of this turnaround is Bryant Park-a seven-acre jewel that now glitters behind the New York Public Library on West 42nd Street. GQ magazine calls it "the most urbane setting in America." Yet in the early '80s, when I had an office overlooking the park, it was a mess-a haven for drug dealers that was the site of 150 reported robberies and 10 rapes a year, countless auto breakins on the periphery and a murder every other year. As a public park it was so mis-managed that it held down the property values of the surrounding neighborhood.

Now the park, under private management, is virtually crime-free. On an average day it draws 10,000 New Yorkers who sunbathe, picnic, hang out and attend musical, dance and film events. Neighboring businesses are prospering and surrounding property values have soared.

The turnaround effort began in 1980, when a group of property owners and neighbors formed the Bryant Park Restoration Corp. It took seven years of negotiation for the BPRC to persuade the city's Parks Department to give it a 15year lease, which runs through 2002. In 1987 the BPRC closed the park for five

years of rebuilding.

The BPRC's president, Daniel Biederman, embarked on an ambitious reconstruction project. "Since what you have to do is make it safe, the first step in a turnaround is to redesign the place dramati-cally," Mr. Biederman says. "You alert everybody that you've taken control while fixing any design flaws that contributed to the problems in the first place."

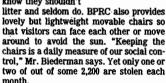
The old design—a formal French gar-den—dated from 1934, when the legendary Parks Commissioner Robert Moses decided to raise and isolate the park above the sidewalk. This isolationist design

made it easy for criminals to take over. The BPRC aimed to make the park more attractive for ordinary city dwellers, while collecting revenues to pay for the expected maintenance of \$2 million annually-far more than the city had spent. The designers cut new entrances, tore down iron fencing, ripped out high hedges, restored fixtures and added neoclassical kiosks for concessions

Bryant Park reopened in April 1992, and its new management embodied many of the quality-of-life principles the Giuliani administration would embrace two years later. It is patrolled by friendly but firm,

unarmed security guards who deter little pieces of disorder," as Mr. Biederman calls such misdemeanors 28 wading in the fountain and walking in the flower beds.

The strict maintenance of order sets high expectations: Because the park is so clean, people know they shouldn't



Daniel Biederman

On the theory that law-abiding people are the best security, the park is pro-grammed to attract visitors with some 380 events a year. When no event is taking place, park-based businesses provide a draw. The immensely successful Bryant Park Grill stands on what was once the site of the park's most active drug marketand it pays the BPRC \$700,000 a year in

The effectiveness of the BPRC's management is best symbolized by the park's public rest rooms. Safe, clean rest rooms serve as a litmus test consumers apply to the entire operation-as gas stations discovered in the 1950s. Yet when the city government ran things, Bryant Park's rest rooms had been out of service for 35 years. and the park stank of urine. BPRC remodeled the rest rooms and then maintained them scrupulously. The proof of the rest rooms' success, says Mr. Biederman, is that the ladies' room is used as much as the men's.

The BPRC spawned two sister business improvement districts, the Grand Central Partnership and the 34th Street Partnership, which supplement city services from trash collection to tree planting in their neighborhoods. Mr. Biederman is president of both those districts as well. Together, the three BIDs not only constitute by far the nation's largest privately managed urban district, but also encompass nearly half of all the real estate in midtown Manhattan. Their combined budgets total nearly \$20 million a year, funded in part by a modest tax on real estate within the districts.

Mr. Biederman's BIDs may now, however, be threatened by their own success. City officials are eager for a piece of the action: The Department of Business Services recently announced new oversight and reporting requirements that would increase mayoral control over the BIDs, not a surprising turn for a strong-willed mayor like Mr. Giuliani.

But will BIDs be equally effective under City Hall's management? It's hard to imagine they will. After all, they came into existence because the public sector was failing to provide good service. Even if Mr. Giuliani is able to match the quality of BIDs' day-to-day maintenance and management, he cannot guarantee that his successor will be equally competent. City government ought to follow the old saw: If it ain't broke, don't fix it.

Ms. Vitullo-Martin edited "Breaking Away: The Future of Cities" (Twentieth Century Fund, 1996).

# TIME

JANUARY 4, 1993

THE WEEKLY NEWSMAGAZINE

VOL. 141 NO. 1

THE BEST DESIGN OF 1992

# ⑤ Bryant Park Renovation, New York CityA chunk of Manhattan's West

A2nd Street has been redeemed, turned from a dodgy, underpopulated void into a genteel oasis. The backyard to New York City's grand Beaux Arts public library, Bryant Park had become urbanistically wretched, closed off from the surrounding shops-and-offices neighborhood. By opening a new entrance, broadening others, ripping out the high hedges in favor of a flower border and adding Neoclassical kiosks and light stanchions, the overseers and their architects (Hanna/Olin Ltd., Hardy Holz-42nd Street has been re-(Hanna/Olin Ltd., Hardy Holzman Pfeiffer) have achieved a small miracle.



TIME, JANUARY 4, 1993

59

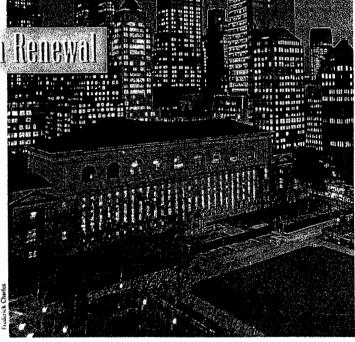
# THE BEST OF NEW YORK



NEW YORK/DECEMBER 20-27, 1993

# Example of Urban Renew

Last year's renovation of Bryant
Park, which turned it from a home
for drug dealers and derelicts to a
midtown oasis, is the perfect
endorsement for restoring public
spaces with private funds. Café
chairs and tables rest on clean
white gravel; kiosks dispense caffè
latte and croissants. The gravel,
the grand fountain, and the
specimen trees (London planes)
give Bryant Park, in the shadow of
the New York Public Library, a
touch of the Tuileries.



# We're in the business of creating memories.

- Simon Cooper, Ritz-Carlton Hotels

## **Features**

Hotel brands are making it easy to mix business with pleasure

14

Smart companies find it productive to put hospitality in the mix

It's when they're on a roll that cities need a strategy for growth

How strategies of branding help to jumpstart urban revitalization

# **Departments**

10

**LEISURE BIZ** 

Four hospitality luminaries on where the industry's headed next

26

THE RIGHT MIX

Two masters of the art explain how they make mixed-use work

**SHORT TAKES** 

Ashes & Snow ships out, Biloxi's Beau Rivage Casino rebuilds

36

**DUNCAN PATERSON** 

Why LA's 1984 Olympics is a touchstone of experiential design

Travel for business or leisure? For airports, it's both now

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# BJJLDJG BY DAN BRENTS

Cities on a roll need a growth strategy that can sustain



Boom times are also make-or-break times for fast-growing cities. Consider Shanghai, whose searing pace of development reflects its stature as the business capital of the PRC. Or Dubai, whose ambition to be the Middle East's preferred business and leisure center has recast its economy and doubled its population.

Rapid growth fuels the temptation just to jump in and build. As a result, quantity often outweighs quality. As new districts and buildings come on the market that are planned and designed to a higher standard, lesser ones can quickly lose their value. This lesson isn't lost on owners and developers—or on city and regional governments.



These cities want urbanity— sustaining a modern lifestyle, not just achieving its appearance.

Shanghai's ongoing shift from heavy industry to international finance has freed numerous sites for redevelopment. A good example is the former Shanghai Shipyard along the Huangpo River, where some nine million square-feet of highrise mixeduse will be built. Gensler's competition-winning plan for the area sets the new buildings back from the water's edge, creating a spacious promenade along its edge. An existing slipway will be recast as a museum. "Ships and shipmaking are part of the city's history, and the harbor is its most important natural feature," says Gensler's Jun Xia. "So we planned the project to extend Shanghai's modernization without losing those connections."

Shanghai's city building experience has been closely followed by other Chinese cities. Xia and his colleagues are designing a new lakefront district for Wuxi, for example, and also designing new office, hotel, and residential complexes in the mixed-use areas of Beijing that will complement the governmental and cultural-historic districts of the city.

"A challenge of city building is to create a framework that is capable of guiding development from the first feasibility study through each phase of construction while giving it the flexibility to accommodate future change," says Gensler's Ian Mulcahey, planner of the 110-acre Dubai International Financial Centre (DIFC), home of the Dubai Stock Exchange. "Another challenge

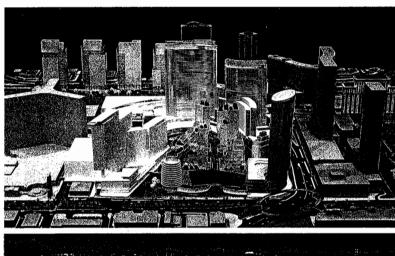
is to create a real community by balancing and integrating such uses as office, retail, leisure, housing, and support services." To do so, DIFC clusters them along two boulevards that are designed to encourage people to walk—and interact.

In Dubai, simply diversifying the economy has given way to the realization that the Emirate's global identity as a business and leisure destination justifies city building at a larger scale and a faster rate. "Dubai is looking for modernity," says Mulcahey. "But modern to them is more than just a style, it's also content—creating places that can really attract people and support and sustain their lifestyles."

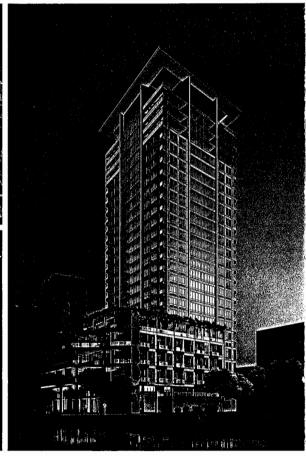
MGM MIRAGE has a similar goal in mind as it reinvents
Las Vegas for the 21st century. Their 18-million-square-foot
Project CityCenter, located along the world's most famous
boulevard, will create a new cityscape that's intentionally urban
in its scale, density, and mix of uses and experiences. It's also
sustainable, designed to conserve energy, fresh water, and other
natural resources—redefining Las Vegas as a global destination
that's every bit as healthy as it is entertaining.

Dan Brents, FAIA, AICP is a Gensler principal and Houston-based leader of our global Planning practice.

(From left) MGM MIRAGE Project CityCenter, Las Vegas, NV (top); Wuxi Bin Lake Development, Wuxi, PRC (bottom); Hines River House Service Apartments, Shanghai, PRC; Dubai International Financial Centre, Dubai, UAE.







# 10 "must-haves" for city building

# Create identity

A growing city needs a unique sense of place that reflects its climate, culture, traditions, and lifestyles. This is its brand.

# 2 Make it coherent

A growing city should be easy to experience and navigate, giving people an intuitive sense of its organization and hierarchy.

# 3 Leverage its features

A growing city should celebrate its natural features, and provide access to them for recreation and recuperation.

# Give it urbanity

A growing city needs an attractive and richly varied cityscape that encourages people to experience it and each other.

# Preserve the essence

A growing city knows what makes it special and plans its new development and redevelopment accordingly.

# 6 Give it the right density

A growing city should develop at a density that supports affordable housing, schools, and urban services—and avoids congestion and sprawl.

# Support logistics

A growing city needs to ensure that people and goods flow smoothly—by planning and investing in new infrastructure.

## Make it safe and secure

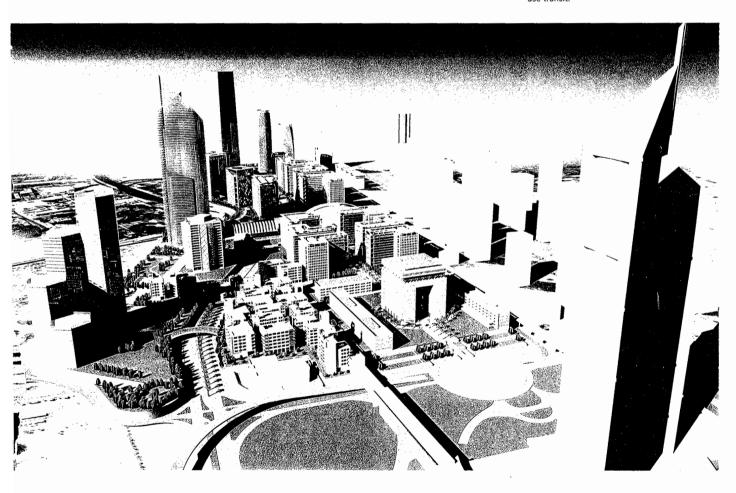
A growing city should encourage 24/7 activities, informal "eyes on the street," and the separation of people and traffic.

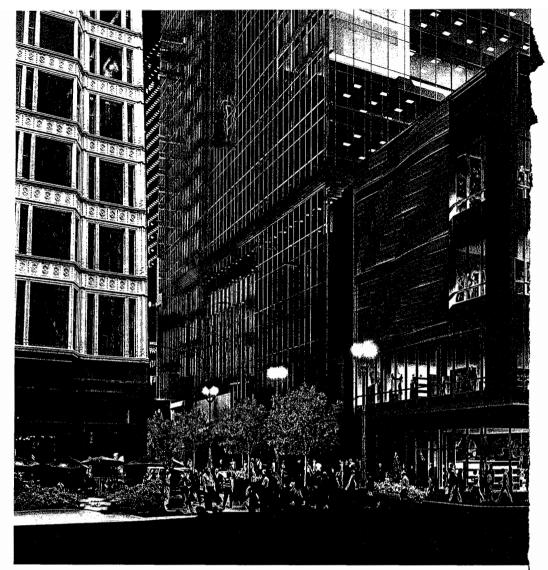
## Keep it healthy

A growing city should be healthy in the broadest sense, so that a steadily improving quality of life accompanies its economic growth.

## Make it sustainable

A growing city should be planned with the environment in mind, and encourage people to walk and bike, share cars, and use transit.





not North State Street will give downtown Chicago a much needed anchor and connect it with the vibrant nightlife of the Magnificent Mile and the Near North Side.

# VALUE BY RON NYREN

As mass media shrinks and homogenizes the world, communities have learned that giving a place a story can put it on the map as a real and memorable destination. When people use the word "brand," they're usually thinking of companies and their products and services, not about communities. Gensler's Marty Borko, a Los Angeles-based specialist in urban-scale redevelopment, thinks that's a mistake. "Cities, property-owners, and developers are applying the strategies of branding to neighborhoods and districts," he notes.

"Every place needs a story," Borko believes.
Without it, even the best redevelopment plans can languish. He cites the area around Faneuil Hall in Boston as an example. The 1961 plan for its revitalization, authored by two visionaries, Ed Logue and Kevin Lynch, was brilliant in its intent, but it didn't really take hold until 15



years later when the Rouse Company finally renovated Faneuil Hall. Built in the 1740s, the historic building was once the city's market hall and meeting place. By recasting it as a "festival marketplace," Rouse reminded Bostonians of that history. "We could call this place-making," Borko says, "but it would be more accurate to say that this part of Boston got its brand back. You often need a catalyst like Faneuil Hall to make this happen."

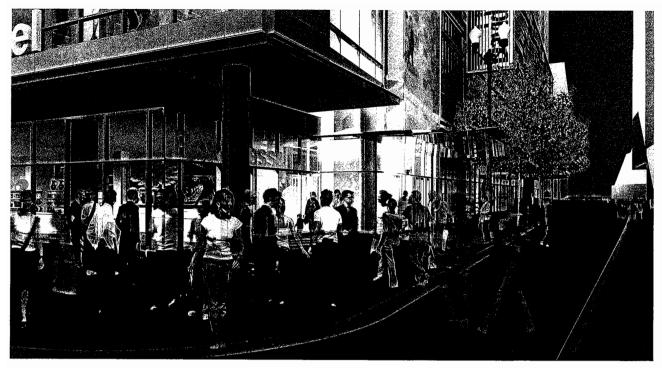
Faneuil Hall shows how a key project can help the district around it coalesce in people's minds as a destination. By recasting it as a gathering place for the entire city that is reconnected with the harbor, it regained a cachet that's endured even as the festival marketplace concept has lost favor.

# Greater than its parts

Despite a decade of redevelopment, its downtown core has never fully complemented Chicago's world-class destination status. One reason why is Block 37, a long-vacant site at the heart of the Loop. "It's been somewhat of an Achilles' heel for the city," says Gensler principal Grant Uhlir. That's about to change. Selected by the City of Chicago as the site's master developer, The Mills Corporation chose Gensler to design 108 North State Street, the project's 400,000-square-foot centerpiece. "it's all about connecting and responding to what's around us," says Bill Bigelow, The Mills' Director of Design. The new building's neighbors include the Loop Theater District, downtown universities and colleges (and their students), the new Millennium

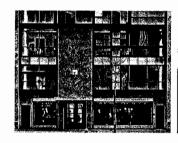
Park, the recently refurbished State Street retail corridor, as well as such Chicago landmarks as the Marshall Field's Department Store, the Daley Civic Center, and The Burnham Hotel.

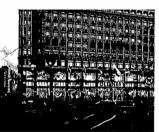
"Chicago has always gone its own way, rivaling New York as a gateway and trading center,"
Uhlir notes. "It has a robust urbanity that's all its own." The story that 108 North State Street will convey speaks to the city's commercial savvy as well as its prowess as a cultural center. The Mills and Gensler are giving 108 North State Street an urbane appearance. "The building's transparent corners and crystal-clear street-level glazing will give people walking by a strong sense of the shopping, dining, and entertainment activities

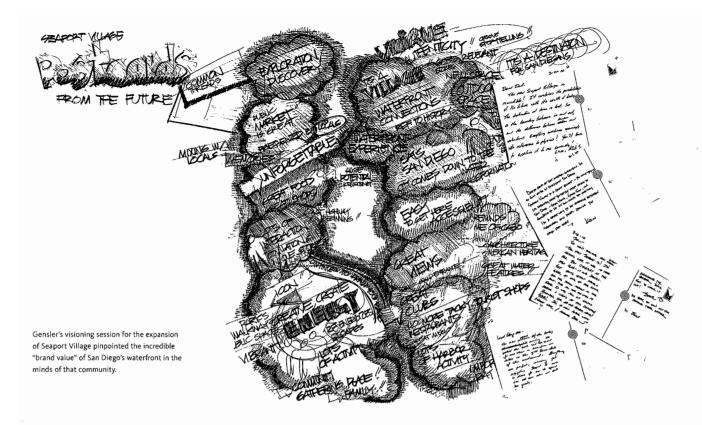


108 North State Street drew on Gensler's urban street-front design experience—from Burberry's Fifth Ave. flagship to the retail/hotel-anchored Pacific Place in San Francisco.

Cities across the planet share the need to differentiate themselves as destinations. Branded districts let them tell their stories to the world, one place at a time.







inside," Uhlir says. "At the same time, they'll see the surrounding urban context reflected in the façade. It's worldly in the best sense."

# The power of a brand

"Branding tells the community and its tourist visitors what kind of experience to expect," says Kevin Becker, lead development advisor at GMS Realty in Carlsbad, CA. When it bought a 12-acre site next to San Diego's Seaport Village, a 25-yearold retail and entertainment venue, GMS asked Gensler's Borko and his Los Angeles colleague Jim Oswald to help determine how to raise the area's profile as a regional destination. An initial visioning session they convened revealed how much people in the community value their waterfront. "It captures the city's casual but energetic lifestyle," Oswald says. The resulting brand concept for the project emphasizes water views and reinforces Seaport Village as an ideal place to experience the harbor. "A brand-driven strategy helps us articulate that our Seaport Village expansion is built on solid principles," Becker says. "When people see their own values reflected in a project, it's much easier to get them behind it."

## A public sector role

Cities often play a key role in the process of building an urban brand. Vancouver's Granville Island was initially funded by the Canada Mortgage and Housing Corporation, which took a moribund waterfront area and turned it into a vibrant and popular destination that generates \$130 million a year in economic activity. Like Seaport Village, it built its brand on that community's love affair with its harbor. San Diego's Gaslamp Quarter got its start when the city recast a declining area as "the historic heart of downtown" and gave grants to local property-owners to renovate their buildings. Now it's the center of the city's nightlife, with dozens of restaurants, clubs, and theaters and a year-round schedule of festivals and events.

New York's Lower Manhattan Development
Corporation (LMDC) hired the team of Robert
A.M. Stern and Gensler to plan the revitalization
of the Fulton Street corridor that connects the
Hudson's World Financial Center to the East River's
South Street Seaport. "It's really seven different
neighborhoods," says Gensler's Robert Balder, who
led the planning effort for LMDC. "By giving each

one a compelling story, the plan re-branded Fulton Street as a tourist destination."

# A brand, not a theme

The brand value of an urban district transcends any particular theme or cultural reference. That's the basis for its staying power. As Gensler's Oswald observes, "A theme can get old or stale, but a good story can be told and retold." He points to San Francisco's North Beach as an example. Settled by Italians, it could easily have become that city's "Little Italy." Instead, it has drawn liberally on the traditions, lifestyles, and monuments of the different waves of immigrants—including Beatnik poets and artists-who've passed through. Each has left its mark, contributing to a place that's always been known for local color, great food, and adventurous nightlife. "That's its brand," Oswald says. "It has enabled North Beach to reinvent itself decade-after-decade without losing its essence."

Bay Area-based Ron Nyren writes for *Urban Land*, *Interior Design*, and other publications.