

PLACEMAKING ASSESSMENT TOOL

Prepared by the Michigan State University Land Policy Institute
For Michigan Communities



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UNIVERSITY
Land Policy Institute

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PLACEMAKING ASSESSMENT TOOL

Part One: INTRODUCTION and BACKGROUND

Welcome to the Placemaking Assessment Tool

If you have traveled to exciting large or small urban places that are attractive, function well and are full of people and activity and have wondered if your community could have similar quality places, then you have wondered whether *placemaking* could be used in your community. Placemaking can help every community turn places that are “ho hum” into places that attract people and activity, and provide economic and social benefits. However, the desired goal should be matched to the type of placemaking that is best suited to accomplish that outcome. This Placemaking Assessment Tool is designed to help you decide which of four different types of placemaking will help you transform your downtown, or key places in neighborhoods in your community into better quality places that people enjoy experiencing. This tool can be used by local planning or community development staff, local planning commissioners, elected officials or interested citizens. The process and result will have a somewhat different meaning to persons in each of these positions because of the different context each brings to the task, and the amount of time and effort they put into it.

This guide is divided into five parts:

1. **Introduction and Background:** The first part explains the purpose of the tool and how to use it, along with significant background information on four different types of placemaking (Standard, Strategic, Creative and Tactical). Each of these types are defined and explored in the tool as they pertain to individual communities. The tool will help communities determine which type of placemaking would be most beneficial for their urban areas.
2. **Short Assessment for Standard, Creative and Tactical Placemaking:** The second part presents a short assessment tool with a series of questions to answer “yes” or “no” for Tactical, Creative and Standard Placemaking and is tailored to those who are eager to dive in and get started.
3. **Strategic Placemaking Assessment:** The third part presents a longer assessment tool (“yes” and “no” questions) for use in planning and executing Strategic Placemaking which is designed to achieve specific economic development purposes—notably talent attraction and retention.
4. **Improving Your Community’s Chances for Effective Placemaking:** The fourth part is particularly for staff of local planning, community development and economic development offices. It is longer and asks more difficult questions about how ready the community is for successful implementation of placemaking in general and in particular for Strategic Placemaking. These self-assessment questions are designed to identify the places where a community may run into barriers that get in the way of effective placemaking. These barriers are largely anticipatable and, hence, can be overcome if carefully considered before beginning a placemaking planning process.
5. **Additional Resources:** The fifth part is a list of resources that may be of value to provide greater depth of understanding of placemaking and related techniques. It also includes a glossary of common terms used in placemaking.

Purpose of the Assessment Tool

There are three main purposes for this Placemaking Assessment Tool.

1. To help neighborhoods and communities understand the scope of what might be involved in different types of placemaking. The text that follows in this introduction section should help communities decide which of four different types of placemaking they are prepared to pursue.
2. To help communities think about placemaking in the context of larger efforts of strategic planning for the community and region. Placemaking is a vital part of strategic planning for economic development.
3. To help neighborhoods and communities determine their capacity to do effective placemaking at the present time, and determine what to do to become more effective in the future.

Note: While the use of this assessment tool will help communities engage in effective placemaking, it is not meant to replace the work necessary to prepare good grant proposals to assist with implementation of planning, community development, infrastructure development or economic development projects. There is an extensive set of “tools” already in place to help communities implement good proposals. These are listed at www.MIplace.org (under “Resources” and then “toolkit”). Thus, whether this placemaking assessment tool is used should not inhibit neighborhoods or communities from applying for grants under various funding programs. Those grant programs are available whether or not a neighborhood or community is engaged in placemaking. Improved placemaking prowess however, along with a clear understanding of unique local assets and opportunities, may help communities prepare better grant proposals, and hence have greater success over time at landing state or federal support for implementation efforts. Hopefully this assessment tool will help your community better understand its strengths and weaknesses, assets and liabilities as relates to placemaking, and hence be better prepared to engage in effective placemaking.

Placemaking Defined

“Placemaking is the process of creating quality places that people want to live, work, play and learn in.”

What is critical to understand is that placemaking is a *process*, it is a means to an end; the end is the *creation and ongoing maintenance of quality places*. People know and understand what quality places are when they are in them. They tend to be walkable, provide the opportunity for people to gather, are welcoming, have amenities such as places to sit and art or fountains to look at, and are surrounded by interesting buildings. Quality places also provide for economic, social and cultural exchange among people, businesses and institutions.

How to Proceed with the Placemaking Assessment Tool

1. We recommend you, your neighborhood or community group, or community officials read through the rest of Part One to become familiar with placemaking concepts and the different types of placemaking.
2. Then decide if your neighborhood or community should pursue Standard, Creative or Tactical Placemaking, or if it should pursue Strategic Placemaking for economic development purposes. The first three are generally quicker approaches, usually aimed to improve small areas. Strategic Placemaking is a more involved approach, aimed at larger areas, such as whole downtowns or certain corridors.

3. If you decide to pursue Standard, Creative or Tactical placemaking, use the short form assessment (Table 4) included in this tool.
4. If you decide to pursue Strategic Placemaking, use the longer assessment (Table 5) included in this tool. For communities with professional staff, we recommend they complete questions in Part Four entitled, *“Improving Your Community’s Chances for Effective Strategic Placemaking,”* which looks at how well positioned a community is at the present time to pursue Strategic Placemaking (Tables 6–8).

The Importance of Placemaking

In 2011, Michigan Governor Rick Snyder sent a special address to the Legislature on community development. In his message he said, *“Neighborhoods, cities, and regions are awakening to the importance of place in economic development. A community without place amenities will have a difficult time attracting and retaining talented workers, entrepreneurs, and being attractive to businesses.”*

Since you are reading this introduction to the placemaking readiness assessment tool, you have no doubt heard some of Michigan leaders talk about the need for talent attraction and retention, and the role of placemaking. What they are asking for is a major shift in the way people in Michigan view the role of place in the global New Economy. It is a wake-up call. This shift in thinking requires moving from the assumption that manufacturing will always be our main economic engine, and that education beyond high school is not necessary for a good-paying job, to the recognition that only diversified economies are resilient and nearly all sectors of the economy now require workers with some education beyond high school. These are defined as the talented, or knowledge workers. They are now the norm of the successful 21st century employee or entrepreneur. Such people can often choose where they work or start a business based on how much they like the place. Michigan has tens of thousands of unfilled jobs, in part because qualified workers do not find some Michigan cities attractive and vibrant enough. If Michigan cities can become more interesting and vibrant, talented workers will be attracted, jobs will be filled and new ones created. This improves the economy and quality of life for existing residents and newcomers alike. Placemaking is an important step in that direction. If people in your community are unwilling to accept this fundamental change in how 21st century economic engines now function (and change can be hard for many), your community will likely not prosper, or not prosper as much as it otherwise could.

As communities develop strategies for their future through a strategic planning process, placemaking, especially Strategic Placemaking (one of the four types of placemaking, explained beginning on page 7) may be one of the most important elements. The more quality places in a community the better. At least one of them needs to be the downtown.

Benefits of Placemaking

Placemaking has economic development benefits plus helps improve quality of life for residents. These benefits include the capacity to:

- Improve Michigan’s global economic competitiveness by better attracting and retaining talent;
- Create a growing tax base and tax revenues to support needed urban services, while improving Return on Investment (ROI) for developers;

- Create or restore a higher quality living environment in key parts of a community through urban redevelopment that builds on existing structures and infrastructure with good form—such as that embodied in many historic structures;
- Provide a wider range of living, transportation, entertainment, recreation and related options to existing and new residents in (and visitors to) communities than exist at the present time;
- Modernize development review and approval processes;
- Empower citizens to engage in placemaking;
- Improve urban form; and
- Improve design and use of the public realm.

Roles of Government, Business Community, Stakeholders, and Citizens in Placemaking

Local governments must prepare new plans and ordinances in order to accommodate the market shift for more vibrant, denser and attractive places. Development of Form-Based Codes is especially important (at least in downtowns, and in key nodes along key corridors). State government programs must shift to target support of development projects that advance talent attraction and retention goals. This can be done most simply by modifying the criteria for approval of projects seeking grant, loan or tax credits to support priority placemaking projects. That means there must be targeting of resources in particular, strategic locations for new projects that are strategic in nature. The state Intergovernmental Collaborating Committee-Placemaking Partnership Subcommittee has prepared criteria to achieve this purpose. But more is needed at the local level:

- Trained/skilled staff with time to work on placemaking projects,
- Trained planning commissioners and supportive legislative bodies,
- Supportive public and business community that has a mindset open to placemaking,
- Adequate public/private resources to make it happen,
- Adequate infrastructure in place or as part of the project,
- Contemporary master plans or subarea plans,
- Contemporary zoning ordinances/Form-Based Codes that make good form development use by right with administrative approval,
- Developers that appreciate the importance of good form and public input into design, and
- Banks and other financiers that appreciate the importance of shifting markets that are demanding different products, and that there is much more money to be made there than doing same old same old.

Many of these benefits are or will be present in communities that are certified as “Redevelopment Ready Communities” by the Michigan Economic Development Corporation. If you want more information on this innovative program, visit: www.michiganbusiness.org/community/development-assistance/#section1; accessed April 10, 2015.

Relationship of Placemaking to Regional Prosperity Initiative

The geographic unit in global economic competition is not a city or township, it is a much larger region. Globally, it is regions (not local units of government) that are in competition with each other. Communities within a region are allies and must cooperate together and build on their unique assets to

create products and services based on their regional competitive advantages. Units of government within the same and adjoining regions should not engage in competition with each other for jobs, as all that does is waste resources and creates conditions where jobs move around within the region, rather than be attracted to Michigan from elsewhere. In order for the region to be competitive, there must be a few places, within a few jurisdictions in each region that are talent magnets.

The Governor's Regional Prosperity Initiative is a great opportunity because each funded region must prepare a Regional Prosperity Plan. Those plans should include a list of targeted places within the region for Strategic Placemaking projects. The local units of government that are centers of commerce and culture should be involved in identification of those targeted centers, nodes and corridors. Every couple of years the list should be reexamined and updated based on recent events. As the opportunity arises, local master plans, corridor plans, subarea plans, Place Plans and other related plans should be updated to include these and any other priority locations for Strategic Placemaking as well. Local governments may also want to create place-specific criteria to further target investments within certain areas.

Relationship of Anchor Institutions to Placemaking

Anchor institutions are nonprofit institutions that once established tend not to move location. The largest and most numerous of such nonprofit anchors are universities and nonprofit hospitals (often called "Eds and Meds"), and governmental entities. Emerging trends related to globalization—such as the decline of manufacturing, the rise of the service sector, and a mounting government fiscal crisis—suggest the growing importance of anchor institutions to local economies. Indeed, in many places, these anchor institutions have surpassed traditional manufacturing corporations to become their region's leading employers. If the economic power of these anchor institutions were more effectively harnessed, they could contribute greatly to community wealth building (www.communitywealth.org). In short, anchor institutions may be THE most significant unique assets in the community. They need to be centerpieces of strategies for economic development in general, and placemaking in particular. Placemaking activities in proximity to anchor institutions are likely to have greater economic benefit than elsewhere. The large number of people working in anchor institutions, and the increased activity level and buying power they bring are critical for successful placemaking.

The old model of an anchor was a single large private sector-employer, upon which we can no longer rely. In Lansing, the city has shifted from General Motors/Oldsobile as the main anchor to Michigan State University, Cooley Law School, Sparrow Hospital, and state government serving as anchors around which placemaking is feasible. In Flint, the same shift is happening, from General Motors to the University of Michigan, Kettering and two hospitals (Hurley and McLaren). In Detroit, the big three and other automakers served as the anchors, while Wayne State University and several large medical centers now anchor a few sectors of the city.

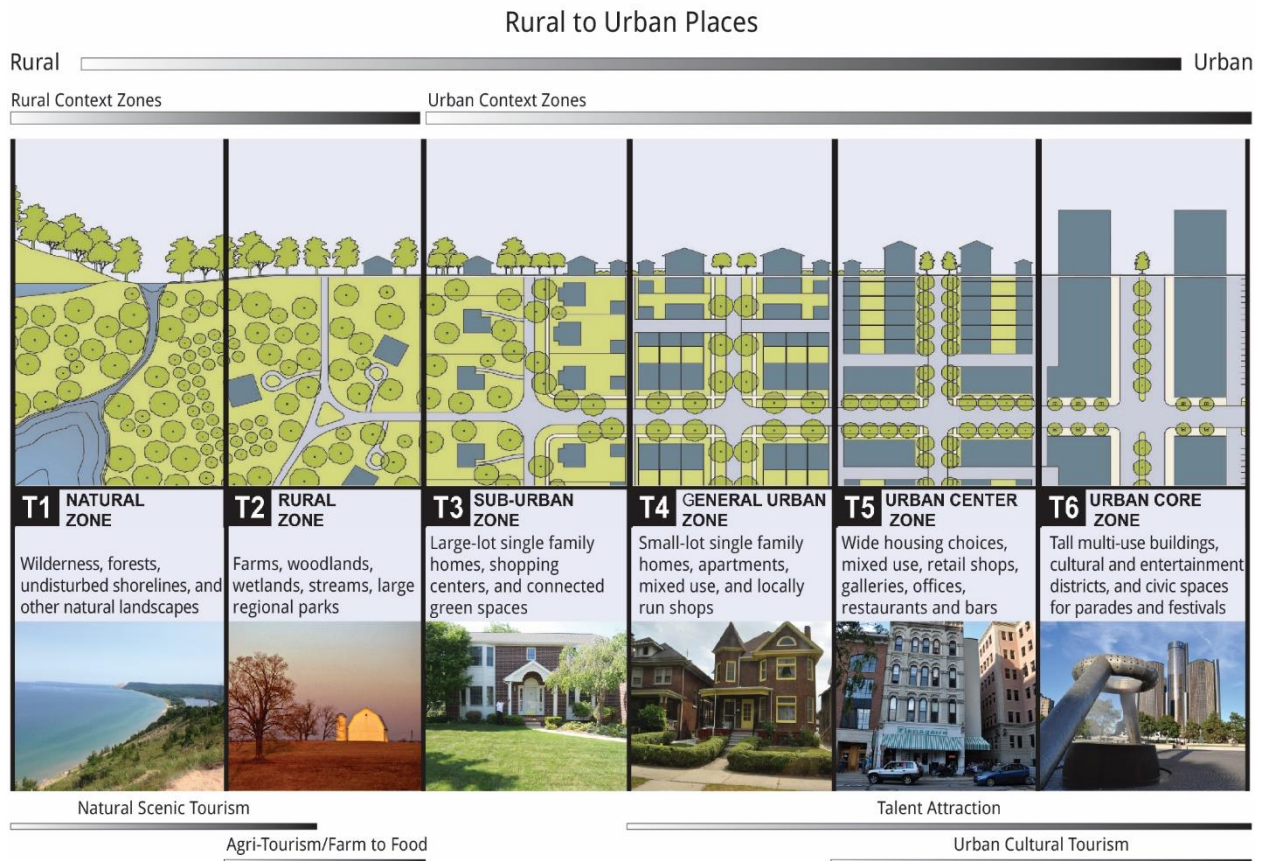
Concepts of Urban, Downtowns, Corridors, Nodes, and Key Centers

Placemaking may be most effective in urban settings, in large and small city downtowns, along key corridors and at key nodes on those corridors. Here are some key concepts to keep in mind when thinking about placemaking. The approach you take in placemaking differs, depending on location.

Urban

Michigan has natural, rural and urban places. Urban places include villages, small cities, suburbs, and larger cities. They are represented by the Suburban, Traditional Neighborhood, Downtown, and Urban Core zones (T3–T6) in the transect of Michigan’s rural to urban places as shown in Figure 1. Placemaking will have the greatest impact in these places.

Figure 1: Transect of Place Types showing Natural to Core City Zones



(source: Figure by the Land Policy Institute, Michigan State University, 2015. Transect graphic by the Center for Applied Transect Studies, 2008. Photos by the Michigan Municipal League (T4, T5 and T6), MSU Communications and Brand Strategy (T2) and MSU Land Policy Institute (T1 and T3).)

Downtowns

A downtown is the densely settled commercial core of a community that serves as its social and economic center, that has intensive commercial or mixed uses with contiguous multiple blocks of zero lot line buildings, and adjacent medium density areas that allow for district growth. These downtowns have intensive public and private capital investment. Downtowns have the following characteristics:

- Multi-functional with places to shop, work, dine, live, worship, receive governmental services, be entertained, and enjoy a variety of cultural offerings;

- Contain at least one commercial street with the majority of spaces devoted to retail and characterized by a predominance of large storefront display windows;
- Concentration of buildings dating from a variety of periods under multiple ownership structures that forms a unique character that has evolved over time and reflects the community's character;
- Compact, walkable, pedestrian-oriented district with buildings located in a manner that creates continuous facades set close to or on the property line with entry to buildings directly from sidewalks; and
- Acts as a key defining feature of the community's overall sense of place.
<http://www.michigandowntowns.com/about.php>; accessed April 10, 2015.

Corridors

These are transportation routes, usually major roads that connect downtowns with other sections of an urban region. All downtowns are on key transportation routes. These key routes connect the downtown to neighborhoods and key nodes throughout the city. In the context of placemaking, these routes are also walkable. This means that limited-access highways are not suitable for placemaking activities. An ideal corridor is complete street design that has automobile, transit, and non-motorized infrastructure, such as bike lanes and sidewalks. An ideal corridor is also densely developed, and with a mix of commercial and residential use (or mixed-use) buildings. Parking should be either behind buildings or in parking structures above or below ground. Otherwise, it is hard to develop people-friendly places along a corridor.

Nodes

These are smaller activity areas around major transportation connections such as where two or more major streets or transit lines connect. Often, businesses prefer such locations due to increased visibility and density of customers in such locations. Nodes can be great places for people watching. Nodes can also be where a lot of people are likely to congregate, such as a park entrance, public plaza, or an outdoor space at the entrance to a major building. Key nodes are the densest places with the most pedestrian and travel activity outside of the downtown and on major transit corridors.

Key Centers

Most cities will have major and minor centers of activity, which include downtowns and other places where there are major commercial or institutional facilities. Placemaking activities should be prioritized around those centers most likely to attract talent, which may include, but not be limited to walkable centers with educational and medical facilities. “Eds and Meds” facilities that are located away from dense urban places should not be considered key centers, and not prioritized for placemaking—that is because there will be few if any synergistic benefits to be achieved by collocation of placemaking features in a destination location that is auto dependent (in contrast to a location where many people pass through at pedestrian speed and scale).

Types of Placemaking

There are four types of placemaking. Each type suits different places and community needs. The four types are:

Standard Placemaking

Standard Placemaking is the *process* of creating quality places that people want to live, work, play and learn in. This embraces a wide range of projects and activities and is pursued by the public, nonprofit and private sectors on an incremental or targeted basis, over a long period of time—potentially, it is ongoing. It is most closely associated with the work of the Project for Public Spaces (www.PPS.org). It often has a special focus on improvements to public places and spaces. Examples include:

- Projects: Downtown street and façade improvements, neighborhood-based projects such as residential rehabs, residential infill, small scale multi-use projects, park improvements, etc.
- Activities: Events in public places like sidewalks, streets, town squares, civic buildings, etc.

Strategic Placemaking

Strategic Placemaking is targeted to achieving a *particular goal* related to raising economic, social and cultural prosperity of a community in addition to creating quality places. It aims to create quality places that are *uniquely attractive to talented workers* so that they want to be there and live there. In so doing, they create the circumstances for substantial job creation and income growth by attracting businesses that are looking for concentrations of talented workers. This adaptation of placemaking especially targets knowledge workers in the global New Economy who because of their skills, can live anywhere in the world they want, and tend to pick quality places with many amenities and other talented workers. Strategic Placemaking embraces a range of targeted projects and activities and is pursued collaboratively by the public, nonprofit and private sectors over five to 15 years. Projects tend to be larger and in far fewer locations than in standard placemaking. In particular, projects are in targeted centers (downtowns), and nodes along key corridors in transect locations with dense urban populations. The term was created by the Land Policy Institute at Michigan State University based on research into why communities that were gaining population, jobs and income were doing so, compared to communities that were not.

So, Strategic Placemaking is a targeted process (i.e. it is deliberate and not accidental) involving *projects/activities* in certain locations (defined centers, nodes and corridors) that results in:

- Quality, sustainable, human scale, pedestrian-oriented, bicycle-friendly, safe, mixed-use, broadband-enabled, green *places*, in
- *Communities* with lots of recreation, arts and culture, multiple transportation and housing options, respect for historic buildings, public spaces, and broad civic engagement.

Examples include:

- Projects: Mixed-use developments in key *centers* (downtowns), along key *corridors* (especially rapid transit lines), and at key *nodes*; it can include rehab and new construction.
- Activities: Frequent, often cyclical events targeted to talented workers, as well as other arts, culture, entertainment and recreational activities that add vitality to quality places and attract a wide range of users.

Creative Placemaking

The term “Creative Placemaking” was created by Ann Markusen & Anne Gadwa when they wrote **Creative Placemaking** for the National Endowment for the Arts in 2010. Following is their definition:

“In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative Placemaking animates public and private spaces, rejuvenates

structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.”

It is often the goal of Creative Placemaking to institutionalize arts, culture and creative thinking in all aspects of the built environment. Examples include:

- **Projects:** Development built around and inclusive of arts, cultural and creative thinking such as museums and orchestra halls, public art displays, transit stations with art themes, live-work structures for creative people, etc.
- **Activities:** New arts, culture, and entertainment activities that add vitality to quality places such as movies in the park, chalk art projects, outdoor concerts, inclusion of children’s ideas in planning projects by means of artwork, etc.

Tactical Placemaking

Two separate, but related approaches are brought together to create Tactical Placemaking. The first is known as “Tactical Urbanism,” from two books (**Tactical Urbanism: Short-Term Action, Long-Term Change**, Vols 1 and 2), by the Streets Plan Collaborative. www.streetplans.org. The second is “Lighter, Quicker, Cheaper,” a name given to set of activities by the Project for Public Spaces. www.pps.org.

Tactical Urbanism

As described in the book of the same name by Mike Lydon, Dan Bartman, Tony Garcia, Russ Preston, and Ronald Woudstra, Tactical Urbanism is described as follows:

“Improving the livability of our towns and cities commonly starts at the street, block, or building scale. While larger scale efforts do have their place, incremental, small-scale improvements are increasingly seen as a way to stage more substantial investments. This approach allows a host of local actors to test new concepts before making substantial political and financial commitments. Sometimes sanctioned, sometimes not, the actions are commonly referred to as “guerrilla urbanism”, “pop-up urbanism”, “city repair”, or “D.I.Y urbanism.”

Lighter, Quicker, Cheaper

As characterized by the Project for Public Spaces:

“Lighter, Quicker, Cheaper” (LQC) describes a local development strategy that has produced some of the world’s most successful public spaces — one that is lower risk and lower cost, capitalizing on the creative energy of the community to efficiently generate new uses and revenue for places in transition. It’s a phrase we borrowed from Eric Reynolds at Urban Space Management. The LQC can take many forms, requiring varying degrees of time, money, and effort, and the spectrum of interventions should be seen as an iterative means to build lasting change. We often start with Amenities and Public Art, followed by Event and Intervention Projects, which lead to Light Development strategies for long-term change. By championing use over design and capital-intensive construction, LQC interventions strike a balance between providing comfortable spaces for people to enjoy while generating the revenue necessary for maintenance and management.”

Tactical Placemaking is the process of creating quality places that uses a deliberate, often phased approach to change that begins with a short-term commitment and realistic expectations that can start quickly (and often at low cost). It targets public spaces (Rights-of-Way, plazas, etc.), is low risk, with possibly high rewards. It can be used continuously in neighborhoods with a mix of stakeholders. It includes a mix of small projects and short-term activities. Over a long period of time, tactical

placemaking projects can transform an area. Positive impacts may be slow to observe, but “*steady as she goes*” still gets one to a destination—and often at a lower cost.

Examples include:

- **Projects:** Small, short-term projects that may transform underused public spaces into exciting laboratories by leveraging local partnerships in an iterative approach allowing an opportunity to experiment and show what is possible, such as: road diets (shrinking a four-lane road to a three-lane with bicycle paths on both sides) and other Complete Streets projects; pilot construction of a new form of dwelling in a neighborhood, such as a passive solar home, or context sensitive home for a low income family; or temporary conversion of a public storage facility into a boat rental facility along a river, etc.
- **Activities:** Chair bombing, parking space conversions, temporary activity spaces, public gatherings over new design options illustrated by temporary facades, or park enlargements, or new bike paths, self-guided historic walks, outdoor music events in town squares, before and after photo renderings to illustrate the potential of removing or adding buildings in certain places, etc.

Comparison of the Four Types of Placemaking

Table 1 is a simple comparison of these four types of placemaking. The format for this table, the column headings, and the third sentence row on Creative Placemaking are from **Creative Placemaking** by Ann Markusen & Anne Gadwa, prepared for the National Endowment for the Arts, 2010. The balance of the text was prepared by the MSU Land Policy Institute (LPI) in order to compare the four types of placemaking against this common set of considerations.

Table 1: Comparison of Four Types of Placemaking

The Problem	The Solution	The Payoffs
Standard Placemaking		
Communities are not effectively using public spaces to create vital, vibrant and livable communities where people want to live, work, play, learn and visit.	Broad public and stakeholder engagement in revitalizing, reusing, and creating public spaces using short- and long-term techniques rooted in social engagement and new urbanist design principles.	More quality places with quality activities and a strong sense of place. More vital, vibrant and livable public spaces, communities and regions that residents, businesses and visitors care deeply about.
Strategic Placemaking		
Communities are not competitive in attracting and retaining talented workers.	Revitalization that increases housing and transportation choices, and urban amenities to attract talented workers.	Faster gains in livability, population, diversity, jobs, income and educational attainment, than by standard placemaking.
Creative Placemaking		
American cities, suburbs and small towns confront structural changes and residential uprooting.	Revitalization by creative initiatives that animate places and spark economic development.	Gains in livability, diversity, jobs and income. Innovative products and services for the cultural industries.

The Problem	The Solution	The Payoffs
Tactical Placemaking		
Many physical improvements are expensive and policy makers are understandably reluctant to commit resources due to uncertain risks.	Test various solutions using low-cost proxies to gauge effectiveness and public support.	The public and policy makers can actually see the result and degree of support for various options before committing permanent resources.

(Note: Many communities begin with the quicker forms of placemaking, and later move on to Strategic Placemaking. Source: Land Policy Institute, Michigan State University, 2015.)

Placemaking Assessment Logistics

Following are questions to answer concerning the method or process to follow when using the Placemaking Assessment Tool.

Is your community starting, or about to start a five-year Master Plan update? Does it intend to include placemaking?

By Michigan statute, a community’s Master Plan is required to be reviewed at least once every 5 years. If the review indicates an update is needed then it must be performed. For more information about the 5-year Master Plan update requirements, go to <http://lu.msue.msu.edu/pamphlet/Bclsam/pamphlet1H%20Plan5yearReview.pdf>; accessed April 10, 2015. If you are starting, or about to start a Master Plan update, this is the perfect time to do a placemaking assessment, if your community is in transect zones 3-6 (see description of transect on page 6), and there appears to be support for placemaking to be included in the Master Plan vision, goals and strategies.

When you do the assessment, will it be done in a public way, or internally, by staff?

Although it may be simpler for a community or organization staff person to be assigned to complete the placemaking readiness assessment on his or her own, there is great value in it being done by a publically recognized group—such as the planning commission, or downtown development authority, who should report the results publically. This helps ensure support for later implementation based on the assessment, and helps broaden the input into how assessment questions are answered and subsequent plans are developed.

Who in the community should do the assessment?

The assessment should be completed by people with a thorough knowledge of the community, and should include people familiar with the physical nature of the community, the social and business culture of the community, and with its planning and regulatory history and current documents. The group could be the Planning Commission or a leadership group made up of 3 to 4 or more representatives from several stakeholder groups. If there is a major corporation in the community, it should probably have a representative on the assessment team. If there are one or more anchor institutions, they should have representatives on the assessment team. See Table 2 for a list of potential assessment team members, depending on whether you are completing the shorter assessment for standard, creative or tactical placemaking, or the longer assessment for strategic placemaking.

You may want to select just a few representatives from the list in Table 2, although the more that people from different backgrounds participate, the richer will be the insight brought to the assessment. Also, you will have a greater number of audiences that can hear about the results of the assessment if the participants in the assessment team report back to their constituent groups – as they should be asked to do.

Table 2: Potential Assessment Team Members

Placemaking Type	Recommended Assessment Team Members
Standard, Creative or Tactical Placemaking	<p>Try to include as many of the following types of potential assessment team members as is reasonable:</p> <ul style="list-style-type: none"> • Neighborhood business owners/landlords, • Residential Neighborhood or Block Association Representatives, • Downtown development representatives if the location is downtown, • Long-time resident, • New resident, • Local Government Planning Official, • Local Government Community Development Official, • Local Government Economic Development Official, • Arts Council (or similar) representative, • Transportation authority representative, • Parks official, • Historical Society representative, • Developers/builders, and • Walkability or bicycle advocacy representative.
Strategic Placemaking	<p>Try to include as many of the following types of potential assessment team members as is reasonable:</p> <ul style="list-style-type: none"> • Anchor institution(s) representative(s); • Elected officials; • Local government Planning official; • Local government Zoning Administrator; • Local government Economic Development official; • Corridor Improvement District representative (if applicable); • Downtown Development District representative (if applicable); • Arts Council (or similar) representative; • Historical Society representative; • Transportation authority representative; • Parks official; • Business owners; • Person(s) working with MEDC Redevelopment Ready Communities program; • Transit authority official; • Public Works official; • Local private architect, landscape architect and urban planner;

Placemaking Type (cont.)	Recommended Assessment Team Members (cont.)
Strategic Placemaking (cont.)	<ul style="list-style-type: none"> • Local environmental group representative; • Local social justice group representative; • Local school official; and • Walkability or bicycle advocacy representative.

(source: Land Policy Institute, Michigan State University, 2015.)

What Placemaking Assessment Should you Take?

This section is intended to help your neighborhood or community decide which Placemaking Assessment is the best to use to achieve your objectives. This section asks: What do you want to use the assessment tool for? What decisions are you hoping to inform with a placemaking assessment? Depending on what you want to accomplish, there are different paths to take. Table 3 focuses on possible issues your community may want to tackle.

Table 3: What is the Issue in Your Community You Want to Address (Multiple Choice)?

Issue	Approach and Assessment Question Set to Use
Neighborhood improvement through the redevelopment of vacant lots or buildings.	This is an issue that may best be approached through Standard or Tactical Placemaking. See the question set in Table 4.
Neighborhood improvement through addressing blight.	This is an issue that may be addressed through multiple approaches, including code enforcement and investment strategies for rehabilitation of structures. Standard Placemaking, especially Lighter, Quicker, and Cheaper could be applied by neighborhood groups to apply quick fixes that transform blighted places with temporary art and landscaping in order to demonstrate what is possible. See question set in Table 4.
Other neighborhood improvement.	If the interest in placemaking is at the neighborhood scale and not at the community-wide scale, Standard Placemaking should be evaluated through the question set in Table 4.
Rebuilding of infrastructure.	This is an issue that may be best approached through the Master Plan process and Capital Improvement Programming, and may be a higher priority than evaluating placemaking readiness. Tables 4, 5 and 6 might provide some insights.
Economic development.	This is an issue that should be approached through Strategic Placemaking. See question set in Table 5.
Community development.	This is an issue that should be approached through Strategic Placemaking. See question set in Table 5.
Arts and creative activities.	This is an issue that should be approached through Creative Placemaking. See question set in Table 5.
Talent attraction and retention.	This is an issue that should be approached through Strategic Placemaking. See question set in Table 5.

Issue (cont.)	Approach and Assessment Question Set to Use (cont.)
Population growth.	This is an issue that should be approached through Strategic Placemaking. See question set in Table 5.
Job growth.	This is an issue that should be approached through Strategic Placemaking. See question set in Table 5
Income growth.	This is an issue that should be approached through Strategic Placemaking. See question set in Table 5.

(source: Land Policy Institute, Michigan State University, 2015.)

Deciding Which Assessment Question Set to Take

Based on examination of the issues you want to tackle from Table 3, decide which type of placemaking assessment you want to complete and go to Table 4 or 5 as appropriate. See the previous description of different types of placemaking to guide which type to pursue.

- Standard Placemaking: go to the assessment questions set in Table 4. This set is the short-form assessment.
- Creative Placemaking: go to the assessment questions set in Table 4. This set is the short-form assessment.
- Tactical Placemaking: go to the assessment questions set in Table 4. This set is the short-form assessment.
- Strategic Placemaking: go to the assessment questions set in Table 5. This set is the long-form assessment.

Tables 6–8 will provide you with more insight on potential barriers to placemaking and how to overcome them before engaging in placemaking projects.

Note: If at this point what you really want to do is not placemaking, but one of the following, go to the resources listed in Part Five.

- Community Development, go to resources on page 6 of the PM Assessment Tool Resources.
- Economic Development, go to resources on page 7 of the PM Assessment Tool Resources.
- Infrastructure Improvements, go to resources on page 22 of the PM Assessment Tool Resources.

Part Two: SHORT ASSESSMENT for STANDARD, CREATIVE, and TACTICAL PLACEMAKING

The purpose of the question set in Table 4 is to help neighborhoods and communities understand what activities contribute to vital places, and how community organizations and community plans and ordinances can set the stage for effective placemaking (select “yes” or “no” for each question as applies to your community). *Note: Any community can use Standard, Creative and Tactical Placemaking, without an extensive evaluation of community assets (which is critical for effective Strategic Placemaking). However, Tables 6–8 in Part Four may be helpful with identification of potential barriers to placemaking and hence actions that may be necessary before engaging in Standard, Creative or Tactical Placemaking.*

Table 4: Short Assessment Question Set

Question Set	Yes	No
1. Does your community encourage art in public spaces through coordination with local arts organizations, schools and external funding opportunities?		
2. Does your community plan and put on festivals, fairs, or outdoor concerts?		
3. Does your community provide public space for a Farmers’ Market?		
4. Does your community intentionally make its institutional buildings (government offices, libraries, schools, etc.) a focal point in the community, maintained well and landscaped, oriented toward the streets and pedestrian traffic, and complemented by amenities, such as bike racks, lighting, benches, etc.?		
5. Does your community engage in cooperative, historic preservation efforts through coordination with historic preservation boards, education to increase public awareness and build support, and maintaining a historic resources inventory that is consistent with or more extensive than that maintained for your community by the Michigan State Historic Preservation Office?		
6. Does your community have an active arts organization?		
7. Does your community have public spaces (plazas, parks, institutional building entry areas or front lawns, wide sidewalks, or downtown street parking spots) that could be transformed into small sites for temporary or extended recreation or commercial activities?		
8. Does your community have buildings or sites of historic significance, either on an historic registry or not?		
9. Does the community’s Master Plan include standard, creative or tactical placemaking as strategies for community improvement?		
10. Does your community have a business organization (Chamber of Commerce, Visitors and Convention Bureau, Downtown Business Association, etc.) that has expressed an interest in placemaking or downtown improvements?		
11. Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?		
12. Does your Master Plan encourage the development of 3 rd Places/Spaces in dense areas of the community for social gathering opportunities with a strong sense of place?		
Total Questions 1–12 (sum of the number of Yes and No responses)		

Question Set (cont.)	Yes	No
13. Has the community adopted a capital improvement plan, coordinated with the Master Plan, with a six-year minimum projection and reviewed it annually?		
14. Does your community have a sign ordinance that permits decorative banners, and appropriate temporary signs to advertise festivals or other activities?		
15. Are there any codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, or public gathering permits for outdoor activities by right?		
16. Does your community permit food trucks or carts on public property?		
17. Does your community's Zoning Ordinance permit related commercial activities near recreation and heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?		
18. Does your community's Zoning Ordinance permit community gardens or small urban farms?		
19. Does your community have an active garden club, which may include a Master Gardener education program that devotes efforts toward plantings in civic spaces?		
20. Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program?		
21. Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?		
22. Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line or smaller-scale bus/trolley along a major corridor or fixed route? If so, where will it run?		
23. Is your community implementing complete streets?		
24. Do your community's economic development officers understand and practice private-public partnerships as an investment strategy for new development and redevelopment?		
25. Is Low Impact Development (LID) the default approach for stormwater management?		
26. Does your community have a green building ordinance, or require submission of a LEED-ND checklist for proposed projects?		
27. Do your community codes permit green roofs and living walls on buildings?		
28. Does your community employ Charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a Community Involvement Plan? (this question relates to the Redevelopment Ready Community Best Practice Review Process)		
29. Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?		
30. Does your community have, or help organize, ride-share, car-share, or bike-share programs?		
31. Does your community participate in a Main Street program, at either the Associate, Selected, or Master level?		
Total Questions 13–33 (sum of the number of Yes and No responses)		

Question Set (cont.)	Yes	No
32. Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?		
33. Is your community enrolled in the Redevelopment Ready Communities Program? (this question relates to the Redevelopment Ready Communities Best Practice Review Process)		
Total for All Questions (sum of the number of Yes and No responses for questions 1–33)		

(source: Land Policy Institute, Michigan State University, 2015.)

There is no magic number of more “yes” answers than “no” answers, but if there are many more “yes” answers than “no,” the community is likely ready to engage in one or more of those types of placemaking. However, some neighborhoods of the community may be more ready than others. Map out a strategy to fill key readiness gaps over the next few years, BUT do NOT use these gaps as reasons to not engage in placemaking projects and activities now in those places that are ready. In other words, do not let the perfect be the enemy of the good.

Summary Notes

After completing the assessment questions, it may be helpful to identify the key strengths and weaknesses of your community, as revealed by the assessment. In the space below, note what you think are the key “yes” and “no” answers to the assessment questions. You can use them to identify the strengths to help you target your placemaking efforts for greatest effectiveness. You can also use them to identify the major weaknesses that may cause you the most disruption in proceeding with placemaking, and then create strategies to address them.

Key “yes” answers:

Key “no” answers:

Additional Notes:

Next Steps: Moving Forward Based on Your Assessment Results

Once you have completed answering the assessment questions in Table 4, begin taking the following steps:

- Summarize the results: Use the Summary Results lists below to identify key “yes” and “no” questions. However, you may want to expand beyond the few key “yes” and “no” answers for which it provides space. If you have acquired documents and data to help you answer the questions, or interview notes with local officials, collect and make those available to others interested in helping to pursue placemaking in your neighborhood or community. *It will be especially important to document your results if the tool is being used as part of a strategic planning process for the community.*
- Use the assessment results to bring people together in the community: Hopefully a variety of stakeholders were involved in answering the assessment questions, but a much larger group should become aware of the neighborhood or community’s readiness to engage in placemaking. This larger group should include business owners, anchor institution representatives if not included in the assessment team, civic and religious organizations, elected and appointed officials, members of the financial institutions, economic development organizations and officials, social and environmental organizations, and other community leaders. Make sure the larger group of community members bring the results to their organizations. For a neighborhood assessment, a block meeting or neighborhood party are occasions suitable for discussion of the results and for how to move forward. A community-wide meeting, or preferably a series of meetings (so people with tight schedules can find one to attend) in one or more public meeting places (town hall, anchor institution meeting room, church or school) provides the opportunity for expanding the number of people who are aware of placemaking, its benefits, and how ready the community is to pursue it.
- Establish if there is an adequate body of the “willing” to move forward with placemaking: Do the neighbors, developers, city staff and other stakeholders already have a working relationship in the larger community? If not, they need to engage in a Tactical Placemaking project or activity first, before tackling a Standard or Creative Placemaking project.
- Possibly seek assistance from MSU Extension Educators: A number of MSU Extension Educators across the state are trained in placemaking and community design facilitation. Others can also help facilitate community meetings to discuss placemaking and the results of a readiness assessment. They can also help put you in touch with professional planners and urban designers, www.msue.msu.edu or <http://expert.msue.msu.edu>; accessed April 10, 2015.
- Possibly seek assistance from the Michigan Municipal League: The Michigan Municipal League is a nonprofit, non-partisan statewide association of cities, villages and townships dedicated to building better communities at the local level. The League offers its members direct assistance with placemaking ranging from information, research and education to direct assistance with placemaking projects and programs. Your local government is most likely already a member, so be sure to explore League resources at mml.org, or contact (800) 653-2483 or info@mml.org for personal assistance.
- Do some virtual testing of your placemaking ideas: A tool offered by Code for America, at Streetmix.net allows one to play around with various design elements for a place.

Part Three: STRATEGIC PLACEMAKING ASSESSMENT

The purpose of the question set in Table 5 is to help neighborhoods and communities understand how community organizations and community plans and ordinances can set the stage for effective Strategic Placemaking to improve the ability of the community to attract and retain talent and other economic development purposes (select “yes” or “no” for each question as applies to your community). *Note: Most communities cannot use Strategic Placemaking without an extensive evaluation of community assets. Tables 6–8 can help most communities better assess their readiness for Strategic Placemaking, as they focus on a number of elements that should be in place before tackling the types of projects associated with Strategic Placemaking.*

Table 5: Strategic Placemaking Assessment Questions

Assessment Questions	Yes	No
Regarding your Master Plan		
1. Are homes or apartments readily available in key centers, nodes or key corridors in your community that people of all income levels can buy or rent?		
2. Do you have a complete streets plan?		
3. Is your community a cooperating partner in implementing a regional plan that directs development toward key centers, nodes and key corridors?		
4. Does the Master Plan include a redevelopment strategy (or redevelopment ready community plan) that identifies priority redevelopment sites, neighborhoods and/or districts (also see the Redevelopment Ready Communities Best Practice Review Process)?		
5. Does the redevelopment strategy contain problem statements and goals for redevelopment (also see the Redevelopment Ready Communities Best Practice Review Process)?		
6. Does the redevelopment strategy specify implementation strategies and tools to accomplish stated goals and actions (also see the Redevelopment Ready Communities Best Practice Review Process)?		
7. Does the redevelopment strategy include a two- to five-year timeline, that identifies leadership and outreach, economic development, and planning and zoning benchmarks (also see the Redevelopment Ready Communities Best Practice Review Process)?		
8. Has the community demonstrated that it has attempted to hit the stated redevelopment strategy benchmarks in annual reports on its progress? (also see the Redevelopment Ready Communities Best Practice Review Process)		
9. Has the community adopted a capital improvement plan, coordinated with the Master Plan, with a six-year minimum projection and reviewed it annually?		
10. Does the Master Plan in your community have goals, objectives, action strategies or policies that specifically call for a wide variety of housing types and prices, including houses described as affordable or workforce in key centers, nodes or key corridors?		
11. Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?		

Assessment Questions (cont.)	Yes	No
Master Plan Questions (cont.)		
12. Does the Master Plan have a transportation element, (or a separate Transportation Plan) that coordinates and supports multi-jurisdictional land use and transportation planning along regional transportation corridors?		
13. Does the Master Plan have a transportation element, (or a separate Transportation Plan) that prioritizes funding for transportation improvements that diversify and accommodates different transportation options?		
14. Does your community have an Access Management Plan (may be part of a Transportation or Master Plan) that provides for safe and efficient internal circulation between adjacent parcels along key corridors?		
15. Does your Master Plan provide strategies for infill development in key centers, at nodes and along key corridors?		
16. Does your community's Master Plan have goals, objectives and strategies to encourage key town center, node and key corridor designs that have the tallest, most closely arranged buildings in the center, at key nodes, along key corridors, stepping down in height and reducing density farther from the downtown?		
17. Does your community's Master Plan encourage large retailers (including big-box) to locate in downtowns or major commercial nodes with a compact or multi-story design?		
18. Does your community's Master Plan encourage chain retailers that normally employ low buildings with standard design elements to locate in multi-story, mixed-use buildings in key centers, nodes and key corridors?		
19. Does your Master Plan encourage the development of 3 rd Places/Spaces in dense areas of the community that provide for social gathering opportunities with a strong sense of place?		
20. Has your community's Master Plan been reviewed for barriers to LEED-ND development, and to include a policy statement supporting LEED-ND?		
21. Does your community's Master Plan provide a map of unbuildable areas, such as floodplains, wetlands, groundwater recharge areas, and steep slopes?		
22. Does your community's Master Plan have goals and strategies to protect environmentally sensitive and unbuildable areas, such as floodplains, wetlands, groundwater recharge areas, and steep slopes?		
23. Does the Master Plan lay the groundwork for a Form-Based Code in at least the downtown, and along key corridors?		
Total Questions 1–23 (sum of the number of Yes and No responses for Master Plan)		
Waterfronts and Master Plans (if your community has a waterfront)		
24. Does your community's Master Plan include a statement that indicates the importance of the waterfront (if one exists) to the community's heritage and placemaking efforts?		
25. Does the Master Plan protect Working Waterfronts from encroachment by incompatible land uses and take a long-term view of protecting easy access by large vessels to the harbor?		
26. Does your community's Master Plan include statements to support environmentally sensitive development of its waterfront?		

Assessment Questions (cont.)	Yes	No
Waterfronts and Master Plans Questions (cont.)		
27. Does your community's Master Plan include statements to support public access to the waterfront, and other blue infrastructure?		
Total Questions 24–27 (sum of the number of Yes and No responses for Waterfronts and Master Plans)		
Regarding a Downtown Development Plan		
28. Does the Downtown Development Plan establish boundaries of the development area, and identify existing improvements to be demolished, repaired or altered, and estimate costs and a timeline?		
29. Does the Downtown Development Plan identify portions of the downtown to be left as open space?		
30. Does the Downtown Development Plan coordinate with the Master Plan, redevelopment strategy/plan, and capital improvement plan?		
31. Does the Downtown Development Plan consider pedestrian and/or Transit-Oriented Development (TOD)?		
32. Does your community provide any of the following alternatives to on-street parking in key centers and nodes: above-ground, stand-alone parking structures, above or below-ground, mixed-use parking structures (structure also contains commercial and/or residential), shared-use surface parking lots, and financial support for development of alternative auto and bicycle parking structures?		
Total Questions 28–32 (sum of the number of Yes and No responses for Downtown Development Plan)		
Regarding a Corridor Improvement Plan		
33. Does your community have a Corridor Improvement Plan that establishes boundaries of the development area, and identify existing improvements to be demolished, repaired or altered, and estimate costs and a timeline?		
34. Does your community have a Corridor Improvement Plan that identifies portions of the corridor to be left as open space?		
35. Does your community have a Corridor Improvement Plan that is coordinated with the Master Plan, redevelopment strategy/plan, and capital improvement plan? (this question relates to the Redevelopment Ready Communities Best Practice Review Process)		
36. Does your community have a Corridor Improvement Plan that considers pedestrian and/or Transit-Oriented Development (TOD)? (also see the Redevelopment Ready Communities Best Practice Review Process)		
Total Questions 33–36 (sum of the number of Yes and No responses for Downtown Development Plan)		
Regarding the Zoning Ordinance and Other Codes		
37. The Zoning Ordinance reflects the goals of the Master Plan. (also see the Redevelopment Ready Community Best Practice Review Process)		
38. The Zoning Ordinance allows mixed-use in priority districts by right (including the downtown and at key nodes along key corridors).		
39. The Zoning Ordinance establishes, in commercial districts, build-to lines, open store fronts, outdoor dining, ground floor sign standards, increased density, and pedestrian friendly elements.		

Assessment Questions (cont.)	Yes	No
Zoning Ordinance Questions (cont.)		
40. The Zoning Ordinance contains flexible zoning techniques that promote infill development.		
41. The Zoning Ordinance includes elements for improved non-motorized safety and access, such as bicycle parking, minimum sidewalk width, street lighting, streetscape and traffic calming requirements.		
42. The Zoning Ordinance allows for more flexible parking requirements, such as on-street parking, less impervious parking spaces, interconnected vehicle passage between lots, and shared parking agreements, and downtown requires no parking on private property if adequate alternatives are already available. (also see the Redevelopment Ready Communities Best Practice Review Process)		
43. Does the Zoning Ordinance provide the following incentives to include affordable housing in new developments in key centers, nodes, or key corridors, such as density bonuses, streamlined development review process, reduced or no parking requirements, inclusionary zoning or inducements or requirements to set aside a portion of new residential developments for affordable housing? (also see the Redevelopment Ready Communities Best Practice Review Process)		
44. Does the Zoning Ordinance provide incentives for mixed-use development and live/work units in key centers, nodes and key corridors? (also see the Redevelopment Ready Communities Best Practice Review Process)		
45. Contrary to traditional zoning ordinances that require buffering one use from the other, does your Zoning Ordinance foster connections, primarily pedestrian, but also including bike and vehicular, between adjacent uses?		
46. Does your Zoning Ordinance allow for day-care centers in its key centers, nodes and key corridors?		
47. Does your Zoning Ordinance provide incentives for infill development in key centers, at nodes and along key corridors?		
48. Does your Zoning Ordinance permit multiple story buildings in key centers, nodes and along key corridors to foster increased density and to support form that reinforces place?		
49. Does your community have a sign ordinance that permits decorative banners, to advertise festivals or other activities?		
50. Does your community prohibit new construction and extensive reconstruction in floodplains, or require strict adherence to flood proofing standards?		
51. Are there any other codes, such as building codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, by right?		
52. Does your community permit food trucks or carts on public property/streets?		
53. Does your community's Zoning Ordinance provide for an appropriate balance of dense, mixed-use commercial and residential development in waterfront areas adjacent to shallow to mid-depth waters (for small boating), as well as adjacent to deep water areas (for shipping or Great Lakes cruise ships)?		
54. Does your community's Zoning Ordinance permit related commercial activities near recreation and heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?		

Assessment Questions (cont.)	Yes	No
Zoning Ordinance Questions (cont.)		
55. Does your community's Zoning Ordinance permit community gardens or small urban farms?		
56. Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?		
Total Questions 37–56 (sum of the number of Yes and No responses Zoning Ordinance and Other Codes)		
Regarding Economic Development		
57. Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar use?		
58. Have you completed a Target Market Analysis (TMA)?		
59. Is your community's economic development plan or Master Plan targeting the results of a TMA, or housing that matches current and projected demographic demands for housing, such as the "missing middle housing?"		
60. Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?		
61. Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line?		
62. Is your community implementing complete streets?		
63. Do your community economic development officers meet with local and regional financial institutions regarding the potential for financing economic development activities outlined in your Master Plan or other economic development plans?		
64. Do your community's economic development officers understand and practice private-public partnerships as an investment strategy for new development and redevelopment, especially as relates to strategic placemaking projects?		
65. Is your community enrolled in the Redevelopment Ready Communities Program (also see the Redevelopment Ready Communities Best Practice Review Process)?		
Total Questions 57–65 (sum of the number of Yes and No responses Economic Development)		
Regarding Community Redevelopment		
66. Does your community actively engage in neighborhood conservation or rehabilitation, such as through Habitat for Humanity housing projects, or similar? If so, is an effort made to concentrate projects in a few areas at a time to maximize benefits?		
67. Are all data sets for your community shared with Walkscore (www.walkscore.com) so an accurate Walkscore can be calculated for each neighborhood or site?		
68. Is Walkscore used to target vacant properties for redevelopment or other improvements in key centers, nodes and along key corridors?		
69. Have neighborhood groups in the denser, walkable parts of your community expressed an interest in placemaking?		
Total Questions 66–69 (sum of the number of Yes and No responses Community Redevelopment)		

Assessment Questions (cont.)	Yes	No
Regarding Green Development Practices		
70. Does your community separate stormwater and sanitary sewers?		
71. Does your community require low-impact development techniques in new development and redevelopment?		
72. Does your community have a Green Streets policy?		
73. Does your community have a policy to use LEED-ND (Neighborhood Development) both to rate development projects and to prioritize infrastructure investments, permitting and grants?		
74. Is Low Impact Development (LID) the default approach for stormwater management?		
75. Does your community have a Stormwater Utility that collects funds based on imperviousness and invests in Low Impact Development and Green Infrastructure solutions to water quality and water quantity problems?		
76. Has your community adopted a climate action plan that provides strategies for adapting to increasing temperature and precipitation variability, and to reduce carbon emissions and sequester carbon?		
77. Does your community have a green building ordinance, or require submission of a LEED-ND checklist for proposed projects?		
78. Does your community provide incentives for LEED-ND development, such as an expedited review or permitting process, density bonuses, tax credits, fee reduction or waivers, grants or marketing assistance?		
79. Does your community provide technical assistance for LEED-ND or other green building approaches?		
80. Do your community codes permit green roofs and living walls on buildings?		
Total Questions 70–80 (sum of the number of Yes and No responses Green Development Practices)		
Regarding Activities		
81. Has your community applied, or is your community planning to apply for Redevelopment Ready Communities Certification? (also see the Redevelopment Ready Communities Best Practice Review Process)		
82. Does your community provide walking and bicycling awareness and promotion programs?		
83. Does your community have a Safe-Routes-to-School program?		
84. Has your community developed community indicators to measure whether the community is meeting its goals for placemaking?		
85. Does your community employ Charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a Community Involvement Plan? (also see the Redevelopment Ready Communities Best Practice Review Process)		
86. Does your community regularly work with adjoining communities and affected stakeholder groups when making decisions about the planning, design and regulations for key centers, nodes and key corridors?		

Assessment Questions (cont.)	Yes	No
Activities Questions (cont.)		
87. Does your community engage in cooperative, historic preservation efforts through coordination with historic preservation boards, education to increase public awareness and built support, and maintaining an historic resources inventory that is consistent with or more extensive than that maintained for your community by the Michigan State Historic Preservation Office?		
88. Does your community intentionally make its institutional buildings (government offices, libraries, schools, etc.) a focal point in the community, maintained well and landscaped, oriented toward the streets and pedestrian traffic, and complemented by amenities, such as bike racks, lighting, benches, etc.?		
89. Does your community encourage art in public spaces through coordination with local arts organizations, schools and external funding opportunities?		
90. Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?		
91. Do any of your community's Green Infrastructure Plans, Historic Preservation Plans, Redevelopment Plans, and Downtown Development Plans incorporate opportunities to engage the public and local school system in environmental, social, business, or other education?		
92. Does your community have, or help organize, ride-share, car-share, or bike-share programs?		
93. Has your community adopted any of the following procedures to expedite the reuse of tax delinquent property, such as establishing a land bank authority, designating a vacant properties coordinator, purchase of land for use or resale, and developing partnerships with neighborhood associations to address vacant properties?		
94. Does your community partner with local U.S. Green Building Council chapter to provide education about LEED-ND to city staff and building professionals?		
95. Does your community participate in a Main Street program, at either the Associate, Selected, or Master level?		
96. Does your community plan and put on festivals, fairs, or outdoor concerts?		
97. Does your community provide municipal recycling, including yard waste that it turns into compost for use by residents?		
98. Does your community provide public space for a Farmers' Market?		
Total Questions 81–98 (sum of the number of Yes and No responses Activities)		
Total for All Questions (sum of the number of Yes and No responses for questions 1–98)		

(source: Land Policy Institute, Michigan State University, 2015.)

There is no magic number of more “yes” answers than “no” answers, but if there are many more “yes” answers than “no,” the community is likely ready to engage in Strategic Placemaking. However, some locations may be more promising than others. Focus efforts on filling in any key gaps before tackling Strategic Placemaking projects (see Table 6).

Summary Notes

After completing the assessment questions, it may be helpful to identify the key strengths and weaknesses of your community, as revealed by the assessment. In the space below, note what you think are the key “yes” and “no” answers to the assessment questions. You can use them to identify the strengths to help you be strategic about placemaking. You can also use them to identify the major weaknesses that may cause you the most disruption in proceeding with placemaking, and then create strategies to address them.

Key “yes” answers:

Key “no” answers:

Additional Notes:

Next Steps: Moving Forward Based on Your Assessment Results

Once you have completed answering the assessment questions in Table 5 and probably the question sets in Tables 6–8, begin taking the following steps:

- Summarize the results: Use the Summary Results lists below to identify key “yes” and “no” questions, although you may want to expand beyond the few key “yes” and “no” answers. If you have acquired documents and data to help you answer the questions, or interview notes with local officials, collect and make those available to others interested in helping to pursue placemaking in your neighborhood or community. *It will be especially important to document your results if the tool is being used as part of a strategic planning process for the community.*
- Use the assessment results to bring people together in the community: Hopefully a variety of stakeholders were involved in answering the assessment questions, but a much larger group should become aware of the neighborhood or community’s readiness to engage in placemaking. This larger group should include business owners, anchor institution representatives if not included in the assessment team, civic and religious organizations, elected and appointed officials, members of the financial institutions, economic development organizations and officials, social and environmental organizations, and other community leaders. Make sure the larger group of community members bring the results to their organizations. For a neighborhood assessment, a block meeting or neighborhood party are occasions suitable for discussion of the results and for how to move forward. A community-wide meeting, or preferably a series of meetings (so people with tight schedules can find one to attend) in one or more public meeting places (town hall, anchor institution meeting room, church or school) provides the opportunity for expanding the number of people who are aware of placemaking, its benefits, and how ready the community is to pursue it.
- Establish if there is an adequate body of the “willing” to move forward with Strategic Placemaking: Do the neighbors, developers, city staff and other stakeholders already have a working relationship in the larger community? If not, they need to engage in a Tactical Placemaking project or activity first, before tackling a Strategic Placemaking project.
- If your community is already engaged in strategic planning, or doing so in a regional effort, include the process and results of taking the Placemaking Assessment Tool in the strategic planning process discussions and meeting minutes.
- Share with Pure Michigan Regional Prosperity Teams: As a function of Governor Snyder’s Regional Reinvention Initiative, the Michigan Economic Development Corporation (MEDC), state departments, local partners and strategic service providers have collaborated to provide Regional Prosperity teams to provide streamlined services from statewide agencies. The teams also provide for improved customer service for communities and businesses; coordinated information sharing and resources among community and business development professionals; maximization of under-utilized resources; and, development of new regional initiatives. You can find more information about the Regional Prosperity Teams at: <http://www.michiganbusiness.org/regional-map/>; accessed April 10, 2015. Contact the team representing your region and arrange a meeting to discuss your strategic placemaking assessment results and plans for moving forward.
- Possibly seek assistance from MSU Extension Educators: A number of MSU Extension Educators across the state are trained in placemaking and community design facilitation. Others can also help facilitate community meetings to discuss placemaking and the results of a readiness assessment. They can also help put you in touch with professional planners and urban designers, www.msue.msu.edu or <http://expert.msue.msu.edu>; accessed April 10, 2015.

- Possibly seek assistance from the Michigan Municipal League: The Michigan Municipal League is a nonprofit, non-partisan statewide association of cities, villages and townships dedicated to building better communities at the local level. The League offers its members direct assistance with placemaking ranging from information, research and education to direct assistance with placemaking projects and programs. Your local government is most likely already a member, so be sure to explore League resources at mml.org, or contact (800) 653-2483 or info@mml.org for personal assistance.
- Do some virtual testing of your placemaking ideas: A tool offered by Code for America, at Streetmix.net allows one to play around with various design elements for a place.

Part Four: IMPROVING YOUR COMMUNITY'S CHANCES FOR EFFECTIVE PLACEMAKING

If you are skeptical of the ability of placemaking to succeed in your community, or whether some barriers to placemaking you already know about will thwart some of the placemaking goals you have for your community, then the questions in this section will help reveal those barriers and/or impediments and by doing so, point you in the direction of issues that must be tackled either before placemaking can be successful, or in tandem with placemaking projects. The set of questions in this section will:

- Help you determine if you have enough of a “place” to warrant engaging in various placemaking projects and activities (Table 6).
- Help you determine if your community has the infrastructure in place to support various placemaking projects and activities (Table 6).
- Help you determine if the community has places with the form and activity characteristics necessary to build upon for successful placemaking (Table 7).
- Help you determine if the culture of your community is sufficiently accepting of the idea of placemaking to engage in it, or if building a culture that will accept placemaking is one of the steps you must take before engaging in various placemaking projects or activities (Table 8).

The question sets that follow, are intended for community planning or economic development staff to complete. If the answer on many of these questions is negative, then the area you may want to engage in placemaking may be too large, too low in density, too rural, served too poorly with public infrastructure, or be populated with too many persons whose mind is not very accepting of placemaking principles. Such places or communities need to think carefully about whether placemaking will be very effective in that location, or in the community in general until some of the key missing pieces have been addressed. It may be that starting with education on placemaking, or a small Tactical Placemaking project, and building one small project on the success of the last one, is the only strategy that will work in those locations.

Basic Place Characteristics and Infrastructure

These are very basic questions that establish whether a community has places that are dense enough, walkable enough and otherwise suited for a wide range of placemaking projects or activities, and in particular whether it is suited for Strategic Placemaking.

Table 6: Determining if there are Place Characteristics Sufficient to Apply Placemaking Techniques

Basic Place and Infrastructure Questions	Yes	No
<p>1. Is the population density of the community or place you want to focus on for Strategic Placemaking greater than 1,000 persons per square mile? Where to go to find out: www.census.gov/population/metro/data/thematic_maps.html; accessed April 10, 2015.</p>	<p>If “yes,” proceed with the next question.</p>	<p>If “no,” Strategic Placemaking may not be a productive endeavor, but other types of placemaking may be (depending on the density).</p>
<p>2. Is your community fiscally sound, that is, not on the Department of Treasury list of communities facing fiscal calamity (unless already under an Emergency Manager)?</p>	<p>If “yes,” proceed with the next question.</p>	<p>If “no,” Strategic Placemaking may not be a productive endeavor until fiscal integrity is restored, or it is reasonably certain that the area in question will not be negatively impacted by the fiscal soundness question. However, other types of placemaking may be feasible now.</p>
<p>3. Is your entire area walkable (all neighborhoods and downtown districts have connected sidewalks)? You can use Walkscore (www.walkscore.com) to help you decide. Be your own judge on a threshold Walkscore, but you likely want it to be higher than 70/100.</p>	<p>If “yes,” proceed with the next question.</p>	<p>If “no,” and your community has dense residential areas, then completing a sidewalk system is probably a greater priority than doing a complete placemaking assessment; however, your community may be ready for Tactical, Creative or small Standard Placemaking projects.</p>

Basic Place and Infrastructure Questions (cont.)	Yes	No
4. Do you already have fixed route transit service?	If “yes,” proceed with the next question.	If “no,” Strategic Placemaking will be difficult unless you simultaneously explore expansion of an existing dial-a-ride service or implementation of a fixed route transit system as a first priority. However, Standard, Creative and Tactical Placemaking projects could still be initiated if the density is adequate and the place is walkable.
5. Are there safe, non-motorized connections, such as trails, paths and sidewalks (walking, biking) between neighborhoods and desired destinations?	If “yes,” proceed with the next question.	If “no,” implementing such a system may be an important placemaking project to target initiating.
6. Is the form of your downtown or key nodes conducive to achieving placemaking goals? By a conducive form, we mean is it walkable, pedestrian friendly with walking amenities, parking is at the back or sides of buildings in addition to or instead of on-street parking, storefront windows display merchandise or business activities inside, there are “eyes-on-the-street,” and consistent with its location on the transect. (See introduction page 6 or resources and glossary page 33)	If “yes,” proceed with the next question.	If “no,” the downtown or nodes may be in need of targeted placemaking projects.
7. Do you have areas with multiple uses, such as residential, commercial and office mixed in the same structures or adjacent?	If “yes,” proceed with the next question.	If “no,” you may need to pursue providing for mixed-use in your Master Plan and zoning, including considering Form-Based Code before or simultaneously with certain placemaking projects.
8. Is there a connected green infrastructure or green space system? Is there access to blue infrastructure (rivers, lakes)? Are they integrated with each other?	If “yes,” proceed with the next question.	If “no,” implementing such a system may be an important placemaking project to target initially.

Basic Place and Infrastructure Questions (cont.)	Yes	No
9. Do you have anchor institutions (higher education, hospitals, government centers that are likely to remain in place for many years)?	If “yes,” proceed with the next question.	If “no,” you may need to evaluate whether you have sufficient institutional permanence to generate the sustainable jobs and spending required to support Strategic Placemaking. However, the other three types of placemaking are likely feasible.
10. Does your community have at least one major physical asset (lake, river, Central Park, etc.) or social, cultural, or ethnic asset (cultural center, institution, theater, etc.) within proximity that distinguishes it from nearby communities?	If “yes,” proceed with the next question.	If “no,” you may need to evaluate whether you have sufficient unique assets to attract the kinds of jobs and resources required to support Strategic Placemaking. The other 3 types of placemaking are likely feasible.
11. Do social activities routinely occur in public spaces? Are there sufficient public spaces for activities?	If “yes,” proceed with the next question set that follows.	If not, you may need to lead a community discussion about why social activities are not occurring in public spaces as an important initial placemaking project to target.

(source: Land Policy Institute, Michigan State University, 2015.)

Table 7: Summary of Place Characteristics and Related Activity and Regulatory Implementation Approaches

Place Characteristics Important to Strategic Placemaking	Placemaking Activities	Regulations Supporting Placemaking
Population density greater than 1,000 per square mile.	Festivals, fairs, markets, public art exhibitions, outdoor concerts, historic district events, markers, walking tours, outdoor food sales, programs for children and seniors, etc.	Zoning that permits adequate density, especially in and around downtown and key corridors.
Entire area walkable.	Are sidewalks, plazas, squares and streets the location of periodic activities that bring vitality to the community?	Zoning regulations that require sidewalks or other non-motorized infrastructure.
Safe, non-motorized connections between neighborhoods and desired destinations.	Capital Improvement Programs that provide for filling gaps in non-motorized infrastructure (sidewalks, trails, etc.).	Zoning regulations that require sidewalks or other non-motorized infrastructure.
Areas with multiple uses, such as residential, commercial and office in same structures or adjacent.	Are these areas downtown and along key corridors close to dense neighborhoods?	Zoning Ordinance or Form-Based Code, supported by Master Plan provides for areas with multiple uses, such as residential, commercial and office in same structures or adjacent.
Existing transit service.	A local or regional transit authority has been set up to provide public transit, and to plan for improved service in the future.	Zoning regulations support transit through density requirements and mixed use.
Social activities occur in public spaces.	Chamber of Commerce, Business, Arts, or Recreation Associations plan and conduct festivals, fairs, markets, or other events.	Regulations provide easy permit structure for events.
Connected green space system and blue Infrastructure.	<ul style="list-style-type: none"> • Capital Improvements Program provides funding for green spaces or blue infrastructure facilities. • Community seeks grants for implementation of parks, trails, water trails, launch sites, etc. 	A floodplain ordinance or floodplain element of the Zoning Ordinance prohibits new construction in floodplains, and supports greenways in development that connect with adjacent development.

Place Characteristics Important to Strategic Placemaking	Placemaking Activities	Regulations Supporting Placemaking
Strong downtown form.	Master Plan or Master Plan update process supports identification of downtown boundaries, and promote redevelopment efforts to add more housing and mixed use downtown.	Are buildings required to be placed at the front property line without a setback? Is parking required to be in the rear of buildings or in structures? Has parking been relaxed or allowed to be picked up by the public lots?

(source: Land Policy Institute, Michigan State University, 2015.)

Supportive Community Culture

Does the *culture of your community* make engaging in placemaking projects a worthwhile activity? Is your community ready for an assessment? You can evaluate the cultural openness for placemaking, by answering the following questions. See Table 8 below for a list of community cultural characteristics that support placemaking.

Table 8. Questions Regarding a Supportive Community Culture for Placemaking

Questions	Yes	No
1. Will stakeholders work together to meet placemaking challenges? Stakeholders with a likely interest in placemaking include, but are not limited to, economic development groups, Chambers of Commerce, Visitors and Convention Bureaus, parks and recreation organizations, historic preservation and arts organizations, social justice organizations, and environmental organizations. You should be able to answer this question based on conversations you have had with stakeholder groups on this topic, or related topics.	If “yes,” proceed to the next question.	If “no,” you should make stakeholder consensus on the value of placemaking a priority before initiating placemaking projects. That will require training and a facilitated discussion of all the major stakeholders to identify barriers and gaps to engaging major stakeholders. Schedule a module from the MI Placemaking Curriculum in your community!
2. Is talent attraction and retention a goal of the community? You should be able to answer this question based on conversations with local officials, leaders of anchor institutions, business and other stakeholder groups.	If “yes,” proceed to the next question.	If “no,” you should make education about the value to the community of making talent attraction and retention a priority before initiating Strategic Placemaking projects.

Questions (cont.)	Yes	No
<p>3. Is there evidence that decision makers are ready to try something new, and placemaking in particular? You can find such evidence in statements by officials in public meeting minutes, attendance at, and reaction to events with speakers with expertise in placemaking, and the willingness of board and commission members to receive placemaking training.</p>	<p>If “yes,” proceed to the next question.</p>	<p>If “no,” education about value of placemaking should be a priority before initiating any placemaking projects.</p>
<p>4. Have placemaking developments been proposed in your community, and if so, how were they received?</p>	<p>Were they approved? The fact that placemaking developments are being proposed can be a sign that developers are tuned into the value of placemaking development projects from a market standpoint. Placemaking development projects may include multiple or mixed use development projects to increase density in downtowns, at nodes or along major corridors, or projects that intentionally provide for public open space. If the projects are positively received, but not yet approved, this may be a sign that the culture of the community is becoming receptive to placemaking. If they are already approved, this can be an even stronger sign of a community culture that values placemaking.</p>	<p>If they have not been proposed, or proposed and received negatively, then it may be time to initiate placemaking training before initiating any placemaking projects or activities.</p>

(source: Land Policy Institute, Michigan State University, 2015.)

Congratulations, you have made it to the end of the assessment. Good luck with your placemaking activities. We hope this assessment tool helps you improve the vitality and prosperity of your neighborhood or community through effective placemaking.

PLACEMAKING ASSESSMENT TOOL

Part Five: RESOURCES and GLOSSARY

This resource section provides a list of agencies, institutions, organizations, publications and websites that offer additional and supporting information for those pursuing an assessment of their community's readiness to engage in placemaking, or those simply wanting to learn more about placemaking and related topics. Resource topics provided below are:

- Active Living and Healthy Communities,
- Arts and Culture,
- Citizen Input/Participation,
- Community Development,
- Economic Development,
- Form and Form-Based Codes,
- Placemaking and Planning for Placemaking,
- Planning/Master Planning Update Process,
- Sustainability,
- Transportation Infrastructure/Streets/Walkability, and
- Urban/Urbanism/Cities.

Active Living and Healthy Communities

Agencies, Institutions, Organizations

Healthy Communities Institute (HCI), www.healthycommunitiesinstitute.com/. The Healthy Communities Institute is a multi-disciplinary team comprising healthcare information technology veterans (professional internet-system developers and evaluators), academicians (health informatics experts, urban planners, and epidemiologists) and former senior government officials. The company is rooted in work started in 2002 in concert with the Healthy Cities Movement and the University of California at Berkeley. The HCI management team from Harvard University, Cornell University and the University of California, Berkeley has expertise in informatics, public health, urban sustainability, community planning and high volume Internet sites. HCI provides solutions for...

- Strategic Planning;
- Community Needs Assessments;
- Various regulatory requirements at city, county and state levels;
- Information and Referral Search;
- Community Planning; and
- Custom Community Portals.

Healthy Kids, Healthy Communities, www.healthykidshealthycommunities.org/. Healthy Kids, Healthy Communities is a national program of the Robert Wood Johnson Foundation (RWJF) whose primary goal is to implement healthy eating and active living policy- and environmental-change initiatives that can support healthier communities for children and families across the United States. Healthy Kids, Healthy

Communities places special emphasis on reaching children who are at highest risk for obesity on the basis of race/ethnicity, income and/or geographic location. Through the program, RWJF seeks to catalyze and support communities' efforts to address the root causes of childhood obesity through integrated changes in policies, norms, practices, social supports and the physical environment. Healthy Kids, Healthy Communities:

- Provides tools and assistance to help funded communities sustain systems, policies and environmental changes that support healthy eating and active living, especially among children who are at highest risk for obesity;
- Collaborates with other RWJF-funded initiatives to help drive wide-scale change;
- Supports experienced local leaders who will serve as ambassadors and mentors for communities that are working to prevent childhood obesity;
- Applies research findings and evaluation results to help communities implement the most effective strategies for increasing physical activity and improving nutrition for kids; and
- Informs the public and policy debate on childhood obesity by sharing insight about initiatives with the greatest potential for wide-scale change that will help to reverse the epidemic.

The Healthy Kids, Healthy Communities national program office is housed at Active Living by Design in Chapel Hill, NC. Established in 2001 as an RWJF national program, Active Living by Design now serves funders and partnerships across the country that are fostering community-led change to build a culture of active living and healthy eating.

Active Living by Design (ALBD), www.activelivingbydesign.org/. Since 2002, ALBD has supported community-led change by working with over 30 states with more than 160 local partnerships, dozens of national collaborators and many philanthropic organizations to help build a culture of active living and healthy eating. The vision of ALBD is that all communities are healthy communities where routine physical activity and healthy eating are accessible, easy and affordable to everyone. Active Living by Design's contributions to the field include but are not limited to:

- Providing technical assistance, consultation and coaching to community partnerships across the nation;
- Participating in national, state and local partnerships, task forces and advisory committees;
- Consulting on strategy, program design and implementation with national, state and local funders;
- Presenting at national, state and local conferences and meetings;
- Developing and disseminating case studies, lessons learned and other publications; and
- Connecting partnerships, organizations and leaders to resources, information and others doing similar work.

Active Living Research. Active Living Research, is a university-run program to determine ways to address childhood obesity and inactivity. Their focus is on communities, active transportation, schools and parks and recreation. They provide resources and grant opportunities, plus sponsor an annual conference, www.activelivingresearch.org.

Design for Health, <http://designforhealth.net/>. A collaborative project that serves to bridge the gap between the emerging research base on community design and healthy living and the everyday realities of local government planning.

AARP International, www.aarpinternational.org/events/agefriendly2012 (accessed April 10, 2015). AARP Network of Age Friendly Communities.

Healthy Communities Institute, www.healthycommunitiesinstitute.com/. Promotes healthy and environmentally sustainable communities.

Healthy Communities Program, www.cdc.gov/healthycommunitiesprogram/ (accessed April 10, 2015). The Center for Disease Control and prevention's Healthy Communities Program works with communities through local, state and territory, and national partnerships to improve community leaders and stakeholders' skills and commitments for establishing, advancing, and maintaining effective population-based strategies that reduce the burden of chronic disease and achieve health equity.

National Association of Regional Councils, <http://narc.org/member-release-new-report-a-synthesis-of-current-livability-practice-seeking-case-studies/> (accessed April 10, 2015). Livability literature review and case studies.

Publications and Websites

Happy City, Transforming Our Lives through Urban Design. Charles Montgomery. Farrar, Straus & Giroux. 2013.

Live-Work Planning and Design: Zero-Commute Housing. Thomas Dolan. John Wiley & Sons. 2012.

Aging in Place: A Toolkit for Local Governments, www.aarpinternational.org/events/agefriendly2012; accessed April 10, 2015. Tool designed to help local governments plan and prepare for aging populations.

Americans with Disabilities Act, Best Practices Toolkit, www.aarp.org/content/dam/aarp/livable-communities/plan/planning/aging-in-place-a-toolkit-for-local-governments-aarp.pdf; accessed April 10, 2015. Information on Americans with Disabilities Act Compliance.

Making Healthy Places: Designing and Building for Wealth, Well-Being, and Sustainability. Jackson, Dannenburg, Frumkin. Island Press. 2011.

Promoting Active Communities (PAC), <http://mihealthtools.org/communities/>; accessed April 10, 2015. PAC is an online assessment and award system. Communities can use the online self-assessment to evaluate their built environments, policies, and programs that support active living.

Urban Sprawl and Public Health. Jackson, Richard, Howard Frumkin, & Lawrence Frank. Island Press, 2004.

Arts and Culture

Agencies, Institutions, Organizations

Creative Many (formerly ArtServe), www.creativemany.org/. A state-wide nonprofit organization leading advocacy for the arts, culture and arts education and the transformative power of the creative industries in Michigan.

Michigan Council for the Arts, www.michiganbusiness.org/community/council-arts-cultural-affairs/ (accessed April 10, 2015). Strengthens arts and culture in Michigan by increasing its visibility; supporting arts education; encouraging new, creative and innovative works of art; and broadening cultural understanding.

Publications and Websites

Creative State MI Research, <http://www.creativemany.org/research/>. Information on the significant contributions and impacts of the arts, culture, arts education and creative industries to Michigan, its people, communities and economy.

Putting the RIGHT in Right-sizing: A Historic Preservation Case Study. National Trust for Historic Preservation and Michigan Historic Preservation Network. 2010.

Citizen Input/Participation

Agencies, Institutions, Organizations

Charrette Institute. The National Charrette Institute (NCI) is a nonprofit educational institution. It helps people build community capacity for collaboration to create healthy community plans. NCI teaches professionals and community leaders the art and science of the NCI Charrette System™, a holistic, collaborative planning process that harnesses the talents and energies of all interested parties to create and support a feasible plan. NCI advances the fields of community planning and public involvement through research and publications, www.charretteinstitute.org/.

Michigan Citizen Planner, http://msue.anr.msu.edu/program/info/michigan_citizen_planner (accessed April 10, 2015). The Michigan Citizen Planner program at Michigan State University (MSU) offers land use education and training to locally appointed and elected planning officials throughout Michigan. Michigan Citizen Planner is a non-credit course series leading to a certificate of completion awarded by MSU Extension. Advanced training to earn the Master Citizen Planner (MCP) credential is also available. This program is offered in a classroom setting. The Citizen Planner program is also available as an online course that participants can take anytime/anywhere. Michigan Citizen Planner participants report that the program fosters a greater awareness of land use decision makers' roles and responsibilities, resulting in more livable communities, the protection and conservation of natural resources, and better overall land use decisions throughout Michigan.

MSU Extension Leadership and Community Engagement, http://msue.anr.msu.edu/program/info/facilitative_leadership (accessed April 10, 2015). The MSU

Extension's "Leadership and Community Engagement" programs engage participants in learning how to effectively manage conflict, communicate with purpose, and collaborate on solving complex issues in order to move communities forward. The Mission of the Leadership and Community Engagement program team is "to deliver innovative educational programming that strengthens leadership capacity, assists strategic decision-making processes and engages Michigan citizens in collaborative and sustainable efforts to achieve goals related to economic development, ecological health and social well-being."

Michigan Municipal League (MML) Placemaking Citizen Engagement, <http://placemaking.mml.org/engagement/> (accessed April 10, 2015). Civic engagement should be at the forefront of placemaking projects. Start a conversation on engagement and citizen participation in your community. Here are some talking points to share with neighbors, organizations and especially local government officials:

- Citizen dialogues can strengthen democracy and improve public service efficiency
- Effective community engagement is crucial for successful placemaking
- Public engagement in policy and program development improves the substance of policy, reduces conflict, improves trust and enhances more successful implementation

The MML has links to citizen engagement examples and tools at: <http://placemaking.mml.org/how-to/resources/>; accessed April 10, 2015.

MSU Institute for Public Policy and Social Research, <http://ippsr.msu.edu/>.

International Association for Public Participation. Smart Growth Online, www.smartgrowth.org/. Information on smart growth development.

International Association of Public Participation, www.iap2.org. Public Participation Spectrum.

International Forum of Visual Practitioners, <http://ifvpcommunity.ning.com/>. Graphic recording.

Publications and Websites

Bowling Alone: The Collapse and Revival of American Community. Robert D. Putnam. Touchstone Books. 2001.

ESRI, www.esri.com/. Online GIS.

Michigan Geographic Data Library, www.mcgi.state.mi.us/mgdl/. Statewide GIS data warehouse.

Community Design Management. Jack Williamson. MCACA, Steelcase, Corbin Design. 1995.

Design and Cultural Responsibility: Ideas for Citizens and Decision Makers in Communities, Business, and Government. Jack Williamson. Cranbrook Academy of Art. 1997.

Dwelling, Seeing, and Designing: Toward a Phenomenological Ecology. David Seamon. State University of New York Press. 1993.

“10 Ways Facebook Pages Can Help Local Governments Better Serve Their Constituents.” Eric Eldon. *Adweek Social Times*. November 5, 2009. Available at: www.adweek.com/socialtimes/10-ways-facebook-pages-can-help-local-governments-better-serve-their-constituents/230817; accessed April 10, 2015.

Planners’ Communication Guide: Strategies, Examples, and Tools for Everyday Practice – Public Participation. American Planning Association. June 2006. Available for download at: www.planning.ri.gov/documents/comp/APA%20Communication%20Guide.pdf; accessed April 9, 2015.

APA Webinar: *Social Media for Planners*. American Planning Association. 2010.

Beginner’s Guide to Twitter in Local Government, <http://blog.pezholio.co.uk/2009/03/a-beginners-guide-to-twitter-in-local-government/>; accessed April 10, 2015.

First, Break All the Rules. Marcus Buckingham and Curt Coffman. Simon & Schuster. 1999.

Hacking the Public Presentation. Spicer Group, www.slideshare.net/spicer_planners/hacking-the-public-presentation-14779114; accessed April 10, 2015.

MiCommunity Remarks, <http://micommunityremarks.com/>. Online public engagement tool.

MiSocial Style Guide, www.michigan.gov/documents/som/MIstyleguide_356172_7.pdf; accessed April 10, 2015. State of Michigan's sample style guide for social media.

Policy Paradox: The Art of Political Decision Making. Deborah Stone. 2001.

Polldaddy, <http://polldaddy.com/>. Online survey tool.

Prezi, <http://prezi.com/>. Online presentation software.

SketchUp, www.sketchup.com/. 3D modeling/rendering.

SlideRocket, www.sliderocket.com/. Online presentation software.

State of Michigan’s Social Media Policy, www.michigan.gov/documents/som/1340.00.10_Social_Media_Standard_370668_7.pdf; accessed April 10, 2015.

SurveyMonkey, www.surveymonkey.com/. Online survey tool.

The Charrette Handbook. Bill Lennertz and Aarin Lutzenhiser. APA. 2006.

The Community Development Process: The Rediscovery of Local Initiative. William W. Biddle with Loureide J. Biddle. Holt, Rinehart and Winston, Inc. 1965.

Community Development

Agencies, Institutions, Organizations

Michigan State Housing Development Authority (MSHDA), Community Development, www.michigan.gov/mshda (accessed April 10, 2015). The MSHDA Community Development offers the following programs in assistance to Michigan communities:

- Assistance for homebuyer, homeowner and rental housing projects,
- Training for small contractors to achieve success and independence,
- Predevelopment loans,
- Technical assistance to increase housing production capacity,
- Funding for neighborhood preservation activities,
- Blight elimination program and services,
- Targeted redevelopment and poverty reduction initiatives, and
- Downtown development and revitalization programs to assist Michigan communities.

MSU Center for Community and Economic Development (CCED), www.ced.msu.edu. The MSU Center for Community and Economic Development is committed to developing and applying knowledge to address the needs of contemporary society. The mission of CCED is to advance MSU's land-grant mission by creating, applying, and disseminating valued knowledge through responsive engagement, strategic partnerships, and collaborative learning. The CCED is dedicated to empowering communities to create sustainable prosperity and an equitable global knowledge economy. Since its establishment in downtown Lansing, Michigan, in 1969, CCED, in partnership with public and private organizations, CCED has developed and conducted numerous innovative programs that address local concerns while building the capacity of students, scholars and communities to address future challenges. Student, faculty, and community involvement is a crucial element of the CCED's mission. The CCED focuses its resources on the unique challenges of distressed communities throughout the state of Michigan. In carrying out the mission of the CCED it:

- Creates and supports an innovative learning environment for collaborative learning in community and economic development.
- Provides training and direct assistance designed to increase the capabilities of community-based organizations, private enterprises and public institutions.
- Conducts research that assists in the development and implementation of effective problem-solving strategies.
- Provides a multidisciplinary capacity to respond to the complex, interrelated issues of distressed communities.
- Promotes and expands MSU's capacity to provide needed training, direct assistance, and research to address the issues of communities.

Publications and Websites

Neighborhood Guidebook: A Resource Guide for the Neighborhood District Overlay. Metropolitan Nashville Planning Department. Metropolitan Nashville Planning Department. June 2003.

Economic Development

Agencies, Institutions, Organizations

Michigan Economic Development Corporation (MEDC), www.michiganbusiness.org. The MEDC is the state's marketing arm and lead advocate for business development, talent and jobs, tourism, film, and digital media incentives, arts and cultural grants, and overall economic growth. The MEDC offers a number of business assistance services and capital programs for business attraction and acceleration, entrepreneurship, strategic partnerships, talent enhancement, and urban and community development.

The Michigan Community Revitalization Program (MCRP) is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the MEDC. The program is designed to promote community revitalization through the provision of grants, loans or other economic assistance for eligible investment projects. The MCRP funds can be used along with ACT 381/Tax Increment Financing (TIF) to fund projects. Projects must be located on an Eligible Property, meaning property meeting one or more of the following conditions:

- Facility;
- Historic Resource;
- Blighted;
- Functionally Obsolete; or
- Adjacent or contiguous to a property described above, if the development of the adjacent and contiguous property is estimated to increase the taxable value of the property described above.

MEDC Community Development, www.michiganbusiness.org/community/development-assistance/#section1 (accessed April 9, 2015). The MEDC Community Development mission is to strengthen communities by ensuring access to economic development services and programs that cultivate sustainable projects that will build a strong foundation for the future of Michigan. An MEDC Community Guide has been developed primarily as a reference tool for Michigan's communities. It is a free, in-depth resource for local officials and community developers and primarily identifies current community and economic development tools available within Michigan. It includes:

- Brownfield Redevelopment Authority (PA 381),
- Business Improvement District / Principal Shopping District / Business Improvement Zone (PA 120),
- Commercial Redevelopment Act (PA 255),
- Commercial Rehabilitation Act (PA 210),
- Community Development Block Grant (CDBG) Program Community Development Initiatives,
- Community Development Block Grant Program Business Development Initiatives,
- Conditional Land Use Transfer (PA 425),
- Core Communities,
- Corridor Improvement Authority (PA 280),
- Downtown Development Authority (PA 197),
- Historic Neighborhood Tax Increment Financing Authority (PA 530),
- Local Development Financing Act (PA 281),
- Michigan Community Revitalization Program (PA 395),
- Mlplace Toolkit,
- Neighborhood Enterprise Zone (PA 147),

- Neighborhood Improvement Authority (PA 61),
- Obsolete Property Rehabilitation Act (PA 146),
- Personal Property Tax Relief in Distressed Communities (PA 328),
- Redevelopment Liquor Licenses (PA 501), and
- Redevelopment Ready Communities®.

MEDC Redevelopment Ready Communities, www.michiganbusiness.org/community/development-assistance/#rrc (accessed April 9, 2015). The MEDC offers the Redevelopment Ready Communities® (RRC) program to municipalities across the state. RRC is a voluntary, no cost certification program promoting effective redevelopment strategies through a set of best practices. The program measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. The RRC certification is a formal recognition that a community has a vision for the future and the fundamental practices in place to get there.

To be vibrant and competitive, Michigan communities must be ready for development. This involves planning for new investment and re-investment, identifying assets and opportunities, and focusing limited resources. Certified Redevelopment Ready Communities® encourage business attraction and retention, offer superior customer service, and have a streamlined development approval process making pertinent information available around-the clock for anyone around the world to view.
RRC Best Practices

The foundation of the program is the RRC Best Practices. Developed by experts in the public and private sector, the best practices are the standard to achieve certification, and designed to create a predictable and straightforward experience for investors, businesses and residents working within a community. In addition, the best practices challenge communities to be flexible while seeking quality development that supports a sense of place. The RRC Best Practices encompass the following categories:

- Community Plans and Public Outreach,
- Zoning Policy and Regulations,
- Development Review Process,
- Recruitment and Education,
- Redevelopment Ready Sites®, and
- Community Prosperity.

Community Economic Development Association of Michigan (CEDAM), www.cedam/info.

The CEDAM is a nonprofit membership organization providing advocacy, resources and training to organizations working to create vibrant communities. If you help your community, we can help you. The CEDAM enhances the effectiveness and capacity of our members by providing a statewide voice and forum for community building and community-based economic development. The CEDAM synthesizes and shares information, enabling our members to resolve local challenges. The CEDAM serves as the connector for the wide spectrum of groups working on community development in Michigan. Urban and rural CDCs, community action agencies, Habitat for Humanity affiliates, Main Street programs, and neighborhoods groups—while they all serve different populations, they all have similar goals.

MSU Center for Community and Economic Development (CCED), www.ced.msu.edu. Also see CCED above under Community Development.

The Center for Michigan. <http://thecenterformichigan.net/>. Non-partisan think tank dedicated to reinvigorating the state's economy and working around the current hyper-partisan political climate.

Michigan Future, Inc., www.michiganfuture.org/. Michigan Future, Inc. is a non-partisan, nonprofit organization. Its mission is to be a source of new ideas on how Michigan can succeed as a world class community in a knowledge-driven economy. Its work is funded by Michigan foundations. The goal of Michigan Future is to be a catalyst for recreating a high prosperity Michigan. The state should be a place with a per capita income above the national average in both national expansions and contractions. That is a status Michigan enjoyed for most of the last century and now have entirely lost. In 2007, we were 11% below the national average in per capita income—our lowest ranking ever. The basic conclusion is that what most distinguishes successful areas from Michigan is their concentrations of talent, where talent is defined as a combination of knowledge, creativity and entrepreneurship. In a flattening world where work can increasingly be done anyplace by anybody, the places with the greatest concentrations of talent win. Michigan Future's work is focused on:

- Michigan Economy: Providing information and ideas on Michigan's transition to a knowledge-based economy.
- Attracting and Retaining Talent: Providing information and ideas on how Michigan can better retain and attract recent college graduates.
- Preparing Talent: Working to create lots of new high schools in Detroit and its inner ring suburbs that transform teaching and learning so as to prepare predominantly low-income minority students for college success through our High School Accelerator, Michigan Future Schools.

Michigan Land Use Institute (MLUI), www.mlui.org/. The MLUI is a nonprofit advocacy organization that protects the environment, strengthens the economy, and builds community. The MULI collaborates with citizens, government, businesses, and organizations to innovate models for resilience and prosperity.

Creative Class Group, www.creativeclass.com/. A boutique advisory services firm composed of leading next-generation researchers, academics, and strategists.

Publications and Websites

Chasing the Past or Investing in Our Future. This is a report by the MSU Land Policy Institute (LPI) on the transition from the Old Economy to the New Economy and how that impacts the economy of Michigan. The Full Report is available for download at www.landpolicy.msu.edu/chasingthepastreport; accessed April 9, 2015.

The Summary Report is also available online at www.landpolicy.msu.edu/chasingthepastreport/summary; accessed April 9, 2015.

Additional research reports elaborating and expanding on this work are available from the Land Policy Institute at www.landpolicy.msu.edu.

Drivers of Economic Performance in Michigan. This is a report by the MSU Land Policy Institute on the factors that impact the economy of Michigan. The Full Report is available for download at <http://landpolicy.msu.edu/resources/driversofeconperformanceinmireport>; accessed April 9, 2015.

The New Economics of Place: Sustainability = \$\$\$, http://switchboard.nrdc.org/blogs/kbenfield/the_new_economics_of_place_sus.html; accessed April

10, 2015. In this blog on the Natural Resources Defense Council's website, author Kaid Benfield outlines how economic progress can be made through concentrating in sustainability.

Michigan Laws Related to Economic Development and Housing, 2nd Edition, www.pzcenter.msu.edu/documents/MILawsRelatedEconDevHsg_BookOrderForm_120314_000.pdf; accessed April 10, 2015. The 2nd edition of **Michigan Laws Relating to Economic Development** (MLRTED) has been compiled under the direction of Mark A. Wyckoff, FAICP, Director of the Planning & Zoning Center at MSU, and Senior Associate Director of the MSU Land Policy Institute. The book includes the text of all Michigan laws relating to economic development and housing as of January 1, 2009, is 736 pages and comes with a CD containing an additional 1000+ pages of laws.

Creative Tourism: A Global Conversation. Rebecca Wurzburger, Tom Ageson, Alex Pattakos and Sabrina Pratt. Sunstone Press. August 2009.

Your Economy, www.YourEconomy.org. Economic data about business establishments, jobs and sales across the US.

The Smart Math of Mixed-Use Development. Joseph Minicozzi. January 2012.

The Truly Disadvantaged: The Dwelling, Seeing, and Designing: Toward a Phenomenological Ecology. William Julius Wilson. The University of Chicago Press. 1987.

Economic Development and Planning. G. C Pande. Anmol Publications. 1989.

Global Detroit: New Economy Initiative of Southeast Michigan. Steve Tobocman. August 2010.

The New Economics of Place. Scott Polikov. September 2008.

Financing Growth: Who Benefits? Who Pays? And How Much? Susan G. Robinson. Government Finance Officers Association. 1990.

Michigan's Economic Future: A New Look. Charles Ballard. MSU Press. 2007.

Microeconomics in Context. Neva Goodwin, Julie A. Nelson, Frank Ackerman. M.E. Sharpe. 2008.

The Economics of Place: The Value of Building Communities around People. Edited by Colleen Layton, Tawny Pruitt & Kim Cekola. Michigan Municipal League. 2011.

The Economics of Place: The Art of Building Great Communities. Elizabeth Philips Foley, Colleen Layton, & Daniel Gilmartin. Michigan Municipal League. 2014.

Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life. Richard Florida. Basic Books. 2002.

DC Vibrant Retail Streets Toolkit, www.downtowndevelopment.com/pdf/Vibrant%20Streets%20Toolkit%20F.pdf; accessed April 10, 2015. Streetsense. Presented to the DC Office of Planning. 2012.

Form and Form-Based Codes

Agencies, Institutions, Organizations

Form-Based Code Institute (FBCI). The FBCI is a nonprofit professional organization dedicated to advancing the understanding and use of form-based codes. The FBCI pursues this objective through three main areas of action: 1) Development of standards for form-based codes; 2) Education, and 3) Forums for discussion and advancement of form-based codes, <http://formbasedcodes.org/>.

Grand Valley Metro Council (GVMC): Form-Based Code Study, www.gvmc.org/landuse/formbasedcode.shtml (accessed April 10, 2015).

Grand Valley Metro Council's Land Use Department completed its Form-Based Code Study. The report provides local governments a template for zoning ordinances that emphasize the urban design of places. This approach to zoning supports traditional town and city forms, such as main streets, village greens, and neighborhood centers. Based on a survey of the best places in the metropolitan area, the Study provides standards that can be placed in local zoning ordinances, along with processes to determine best locations for the range of standards. The contexts that are defined, from most regional downtown to residential neighborhood, are related to a palette of appropriate street standards. These street standards are likely very similar to new, context directed, street standards that will be proposed nationally in the near future. The document may be downloaded in sections. It may be used by any local government or organization in the GVMC region, with appropriate attribution. The Study parallels the SmartCode, which is becoming widely used as a template across the United States. The SmartCode is also available to the public at www.placemakers.com. The GVMC's consultants for the project were Farr Associates from Chicago and Meyer, Mohaddes Associates from Minneapolis.

Congress for New Urbanism (CNU). CNU promotes walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions, including such principles as:

- Livable streets arranged in compact, walkable blocks.
- A range of housing choices to serve people of diverse ages and income levels.
- Schools, stores and other nearby destinations reachable by walking, bicycling or transit service.
- An affirming, human-scaled public realm where appropriately designed buildings define and enliven streets and other public spaces.

Congress for the New Urbanism (CNU) provides resources, events and connections with thought leaders in the transformation of communities and whole regions, www.cnu.org.

Michigan Main Street Center, www.michiganmainstreetcenter.com/. The Michigan Main Street Center at Michigan State Housing Development Authority (MSHDA) exists to help communities develop main street districts that attract both residents and businesses, promote commercial investment and spur economic growth. The Main Street Four-Point Approach® is a community-driven, comprehensive strategy that encourages economic development through historic preservation in ways that are appropriate for today's marketplace. The four points include:

- Design: Enhancing the downtown's physical environment by capitalizing on its best assets including historic buildings, and creating an inviting atmosphere through attractive window displays, parking areas, building improvements, streetscapes and landscaping. The Main Street

program also focuses on instilling good maintenance practices in the commercial district, enhancing the physical appearance of the district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems and integrating long-term planning.

- **Economic Restructuring:** Strengthening a community's existing economic base while also expanding and diversifying it. By helping existing businesses expand and recruiting new businesses to respond to today's market, the Main Street program helps convert unused spaces into productive properties and sharpens the competitiveness of business enterprises.
- **Promotion:** Marketing a downtown's unique characteristics to residents, visitors, investors and business owners. The Main Street program develops a positive, promotional strategy through advertising, retail activities, special events and marketing campaigns to encourage commercial activity and investment in the area.
- **Organization:** Involving all of the community's stakeholders, getting everyone working toward a common goal and driving the volunteer-based Main Street program. The fundamental organizational structure consists of a governing board and four standing committees. Volunteers are coordinated and supported by a paid program director or Main Street manager. This structure not only divides the workload and clearly defines responsibilities, it builds consensus and cooperation among the various stakeholders.

The Main Street Four Point Approach was developed by the National Trust for Historic Preservation in 1977 in response to continued threats to historic commercial architecture and economic activity in small-city downtowns. The Michigan Main Street Center works in cooperation with the National Main Street Center (www.preservationnation.org/main-street/) to provide resources and technical assistance.

Urban Advantage, www.urban-advantage.com/. Using photo-editing and 3D-modeling software, Urban Advantage creates seamless photo simulations that show how revitalized urban and suburban places might look. Starting with a photograph of existing conditions, they insert buildings and trees into the view, improve conditions for pedestrians, place public transit infrastructure, and bring the view to life with people. The deliverables are before-and-after sequences: existing conditions photographs, two to three intervening step images, and final complete visions. The sequence images are designed to be in perfect registration so that changes are easily discernible. This allows the viewer to see how coordinated investments, both in the public right-of-way and on adjacent properties can benefit both public and private interests.

Tactical Urbanism. The Streets Plan Collaborative is an urban planning, design and research-advocacy firm dedicated to creating high-quality public spaces. One of its publications is the two-volume, **Tactical Urbanism**. This publication recognizes that community improvement efforts need to take place at various scales, but focuses on how starting at the building, block, or street scale can improve the livability of a community, www.streetplans.org/research_and_writing.php (accessed April 10, 2015). In addition to the book and other web-based resources, there are Tactical Urbanism Salons, two-day events, held in various locations to help people understand the concept of tactical urbanism. These events are occasionally highlighted on the website, <http://tacticalurbanismsalon.tumblr.com/> (accessed April 10, 2015).

Duany Plater-Zyberk & Company (DPZ), www.dpz.com/. The DPZ is an architecture and urban planning organization consisting of offices in the United States and affiliates working in Europe, Asia and Latin America. DPZ offices are supported by a wide range of professionals in architecture, planning,

engineering, transportation, and health care. Teams are tailored to the needs of each individual project on a cross-professional and cross-locational basis.

SmartCode Central, www.smartcodecentral.org. Information regarding form-based codes.

Publications and Websites

Principles of Urban Retail Planning & Development, www.cnu.org/cnu-news/2013/02/robert-gibbs-principles-urban-retail-planning-and-development; accessed April 10, 2015. **Principles of Urban Retail Planning & Development**, is a new book by Michigan consultant and Center for New Urbanism (CNU) Charter member Robert Gibbs, ASLA, based on Gibbs' 30 years of urban design and planning practice. Written from an insider's perspective, this book reveals the retail industry's current principles and practices for implementing sustainable commerce—the knowledge needed to increase retail sales and market share in historic urban centers and ensure their viability in new ones. This book focuses on explicating the retail principles for restoring neighborhoods, villages, towns, and urban commercial districts to their traditional roles as the local and regional centers for commerce and trade.

Michigan Sign Guidebook, <http://scenicmichigan.org/sign-regulation-guidebook/>; accessed April 10, 2015. The guidebook addresses a wide range of issues associated with local sign regulation with a major focus on legal issues and how communities can develop sign ordinances that minimize legal risks. The guidebook includes information on how to regulate different sign types, as well as approaches to sign regulation that preserve “content neutrality,” a critical issue under federal First Amendment law. The guidebook focuses on ensuring signs meet the practical functional purposes for which signs are created, while preventing clutter and where feasible, enhancing the scenic quality of a community. Attorneys that handle sign cases, assist with writing, administering or enforcing sign regulations, and that are involved in risk reduction activities in their client municipalities will find advice in the Guidebook. In addition, the Guidebook is a “must have” for attorneys.

The Architecture of Community. Book by Leon Krier. Leon Krier is one of the best-known—and most provocative—architects and urban theoreticians in the world. Until now, however, his ideas have circulated mostly among a professional audience of architects, city planners, and academics. In *The Architecture of Community*, Krier has reconsidered and expanded writing from his 1998 book *Architecture: Choice or Fate*. Here he refines and updates his thinking on the making of sustainable, humane, and attractive villages, towns, and cities. The book includes drawings, diagrams and photographs of his built works, which have not been widely seen until now.

Design Guidelines for Commercial Buildings, *Detroit Historic District Commission*, www.detroitmi.gov/Portals/0/docs/HistoricDistrictComm/commercial_guidelines.pdf; accessed April 15, 2015. The Detroit Historic District Commission is a City agency that was formed by Detroit Ordinance 161-H in 1976. Its purpose is to ensure the preservation of historically and culturally significant areas of the City which are designated by the City Council as Historic Districts. The Commission is made up of seven Detroit residents who are appointed by the Mayor. These dedicated volunteers are generally residents of historic districts and represent such professions as architects and realtors. The Commission staff is located within the City of Detroit Planning and Development Department. It is the Commission's job to ensure that changes proposed in historic districts preserve important historic characteristics and are compatible with the historic buildings. This is achieved through the city's building permit process. When proposing a change to the exterior of a property, such as landscaping, paint colors, windows, or

doors the homeowner or contractor submits an application for building permit to the Commission for review. If the work is appropriate the Commission, or in some instances the Commission's staff will issue a certificate of appropriateness that allows the Buildings and Safety Engineering Department to issue a building permit. The Detroit Historic District Commission's Documents website provides other helpful resources as well. It is available at www.detroitmi.gov/Government/Boards/Historic-District-Commission-Documents; accessed April 15, 2015.

The Atlantic Cities/CityLab, www.theatlanticcities.com/ (This link will take you to www.citylab.com). CityLab is dedicated to the people who are creating the cities of the future—and those who want to live there. Through analysis, original reporting, and visual storytelling, CityLab coverage focuses on the biggest ideas and most pressing issues facing the world's metro areas and neighborhoods. CityLab is the same thing as The Atlantic Cities. Previously known as The Atlantic Cities, CityLab re-launched in May 2014 with an expanded editorial mission, as well as a new name, URL, and mobile-first responsive design. CityLab is intended to inform and inspire the people who are creating the cities of the future—and those who want to live there.

New Designs for Growth Development Guidebook, www.newdesignsforgrowth.com/pages/guidebook/introduction.html; accessed April 10, 2015. The *New Designs for Growth Development Guidebook* includes proactive approaches to development in the Grand Traverse Bay Region, and the techniques are applicable to both new development and to redevelopment projects. The Guidebook demonstrates how thoughtful, quality design can improve our rural, suburban, and urban environments by creating sustainable developments of economic value that protect our natural resources.

Form-Based Codes in 7-Steps: The Michigan Guidebook to Livability (Book specifically about Michigan – Free PDF), www.planningmi.org/downloads/fbc_guidebook_introduction_0.pdf; accessed April 10, 2015, and also on Amazon at www.amazon.com/Form-Based-Codes-7-Steps-Guidebook-Livability/dp/0615729223/ref=sr_1_1?ie=UTF8&qid=1381512518&sr=8-1&keywords=FORM-BASED+CODES+IN+7-STEPS; accessed April 10, 2015. Leslie E Kettren, Christina Anderson, James Bedell, Michael Campbell, H. William Freeman, Jay Hoekstra and Philip L. Meyer. CNU Michigan, Inc. 2010.

Form-Based Codes: A Guide for Planners, Urban Designers, Municipalities and Developers. Daniel Parolek, Karen Parolek, and Paul Crawford. John Wiley & Sons. 2008.

Form-Based Codes: A Step-by-Step Guide for Communities, <http://formbasedcodes.org/content/uploads/2013/11/CMAP-GuideforCommunities.pdf>; accessed April 10, 2015. Chicago Metropolitan Agency for Planning. 2013.

Form-Based Code Study - (Free PDF online), www.gvmc.org/landuse/formbasedcode.shtml; accessed April 10, 2015. FARR Associates. Grand Valley Metro Council. 2005.

Placemaking and Planning for Placemaking

Agencies, Institutions, Organizations

Michigan Prosperity Initiative (MIplace). The MIplace is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. It is a simple concept that people choose to live in places that offer the amenities, resources, social and professional networks, and opportunities to support thriving lifestyles. The MIplace website provides educational materials on placemaking, resources, news and event information. The MIplace is supported by multiple parties, including the Michigan Economic Development Corporation, the Michigan State Housing Development Authority, the Michigan Municipal League and Michigan State University, www.MIplace.org.

Project for Public Spaces (PPS). The Project for Public Spaces is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs, www.pps.org.

Michigan Municipal League (MML). The MML provides information on placemaking. The intent of MML is for placemaking to capitalize on the distinctive assets of a community to integrate a mixture of uses that connect people and places on a human scale. The MML sees placemaking as a scalable strategy to create adaptable, economically competitive 21st Century communities worth caring about, <http://placemaking.mml.org/>.

The MML believed it was important to focus on creating dynamic, walkable, sustainable communities and regions where people want to live. It is also important to start talking about the importance of place as the economic development strategy that will create a positive, dynamic future for Michigan. To facilitate this discussion, MML developed a book that focuses on placemaking as an economic development tool, titled **The Economics of Place: The Value of Building Communities around People**, www.mml.org/economics_of_place_book/index.html (accessed April 10, 2015). Through its work, the League has crossed paths with and forged new partnerships and collaborations with individuals, organizations, and foundations that would have seemed unlikely just a few years ago. They represent a wide breadth of backgrounds, including urbanists, researchers, practitioners, and entrepreneurs. We are very excited that you will hear from many of them—as authors of chapters in our book—as they share their stories, research, and own unique perspectives on the importance of "place" and its vital role as an economic growth strategy. You will not only read about specific Michigan challenges and its potential, but lessons learned in other places around the country as well.

Design Trust for Public Spaces, www.designtrust.org/. The Design Trust for Public Space is a nonprofit organization dedicated to the future of public space in New York City. Its projects bring together city agencies, community groups and private sector experts to make a lasting impact—through design—on how New Yorkers live, work and play. The Trust works through public/private partnerships and insures that social justice and environmental sustainability are integrated into projects.

Partners for Livable Communities, <http://livable.org/>. Partners for Livable Communities is a nonprofit leadership organization working to improve the livability of communities by promoting quality of life,

economic development, and social equity. Since its founding in 1977, Partners has helped communities set a common vision for the future, discover and use new resources for community and economic development, and build public/private coalitions to further their goals. Partners promotes livable communities through technical assistance, leadership training, workshops, charettes, research and publications. Partners has worked with more than 1,200 individuals and groups from local, state, national, international, public and private and media organizations. They make up Partners' resource network and share innovative ideas on livability and community improvement. Their work focuses on defining livability, community culture, and economics of sustainability, regionalism and aging in place.

PlaceMakers, www.placemakers.com. Placemakers is an urban planning, design and training firm with offices in seven cities in the United States and Canada. The firm also hosts a blog that may provide helpful information on placemaking. One entry on the blog that provides a number of stories on the benefits of placemaking is: *Places that Pay: Benefits of Placemaking*, www.placemakers.com/2012/09/13/places-that-pay-benefits-of-placemaking/ (accessed April 10, 2015).

Center for Applied Transect Studies (CATS), www.transect.org/. The CATS promotes understanding of the built environment as part of the natural environment, through the planning method of the rural-to-urban transect. The CATS supports interdisciplinary research, publication, tools, and training for the design, coding, building and documentation of resilient transect-based communities. The CATS is committed to transect-based environmental and land development principles that encourage:

- Walkable, transit-connected communities;
- Comprehensive zoning reform;
- Context-based thoroughfare design and engineering;
- Affordable housing and income diversity;
- Regional, local, and individual food production;
- Passive climatic response in building and urban design;
- Reduction of environmental impacts and costs of infrastructure;
- Development and use of renewable energy technologies; and
- Repair of unsustainable sprawl patterns.

Publications and Websites

Placemaking as an Economic Development Tool: A Placemaking Guidebook. Mark Wyckoff, Brad Neumann, Glenn Pape and Kurt Schindler. Land Policy Institute, Michigan State University. 2015. [forthcoming]

Creative Placemaking. Ann Markusen and Anne Gadwa. National Endowment for the Arts. 2010.

The Economics of Place: The Value of Building Communities around People. Michigan Municipal League. 2011, www.mml.org/economics_of_place_book/index.html; accessed April 10, 2015.

Dialogos: Placemaking in Latino Communities, Michael Rios and Leonardo Vazquez. Routledge, an imprint of the Taylor & Francis Group. 2012.

Placemaking. Laurie Olin, Dennis C McGlade, Robert J Bedell and Lucinda R Sanders. Olin, 2008

Placemaking. Ronald Cohn and Jesse Russell. Bookvika Publishing (VSD). 2012

Placemaking: The Art and Practice of Building Communities. Lynda H Schneekloth and Robert G Shibley. John Wiley & Sons, Inc., 1995.

Placemaking. Video, National Charrette Institute, www.nci.org.

Places in the Making: How Placemaking Builds Places and Communities, <http://dusp.mit.edu/cdd/project/placemaking>; accessed April 10, 2015. Susan Silderberg, Massachusetts Institute of Technology, School of Architecture and Planning. 2013.

A Guide to Neighborhood Placemaking in Chicago, www.placemakingchicago.com/cmsfiles/placemaking_guide.pdf; accessed April 10, 2015. Project for Public Spaces and Metropolitan Planning Council. 2008.

Placemaking in Legacy Cities: Opportunities and Good Practices, www.communityprogress.net/placemaking-in-legacy-cities-pages-394.php; accessed April 10, 2015. Center for Community Progress, New Solutions Group, LLC. 2013.

Planning and Place in the City: Mapping Place Identity. Marichela Sepe. John Wiley & Sons Inc. 2013.

Space, Place, Life: Learning from Place. Brian Evans and Frank McDonald. The Academy of Urbanism (1st book in a series), 2011.

“Creative Placemaking Has an Outcomes Problem.” Ian David Moss. *The Huffington Post*. May 2012.

Native to Nowhere: Sustaining Home and Community in a Global Age. Timothy Beatley. Island Press. 2004.

Weird City: Sense of Place and Creative Resistance in Austin, Texas. Joshua Long. University of Texas Press. 2010.

The Art of Placemaking: Interpreting Community through Public Art and Urban Design. Ronald Lee Fleming. Merrell Publishing. 2007.

The Better Block, <http://betterblock.org/>. News and information on Better Block projects occurring around the world.

Urban Design for an Urban Century: Placemaking for People. Lance Jay Brown, David Dixon and Oliver Gillham. John Wiley & Sons, Inc. 2009.

Urban Design Reclaimed. Emily Talen. APA Press. 2009.

Destination Branding for Small Cities, Second Edition. Bill Baker. Bill Baker, Total Destination Marketing. 2012.

Placemaking on a Budget: Improving Small Towns, Neighborhoods and Downtowns without Spending a Lot of Money. Al Zelinka and Susan Jackson Harden. American Planning Association. 2006.

The Great Neighborhood Book: A Do-it-Yourself Guide to Placemaking. Jay Walijasper & Project for Public Spaces. New Society Publishers. 2007.

Which Way to Go? Placemaking, Wayfinding & Signage. Miquel Abellan and Josep Minguet Monsa; Bilingual edition. 2012.

Urban Identity: Learning from Place. Brian Evans, Frank McDonald and David Rudlin. The Academy of Urbanism (2nd book in a series). 2011.

A Pattern Language: Towns, Buildings, Construction. Christopher Alexander. Oxford University Press. 1977.

Planning/Master Planning Update Process

Virtually every Michigan local government master plan needs to be updated. State statute requires local governments in Michigan to assess their current master plan every five years in order to decide if the plan needs to be updated. A master plan is prepared by the municipality's planning commission, and is a policy document outlining the community's vision for the future. It should be the basis for, or influence the community's future, environmental protection, economic development, zoning and other regulatory ordinances. An MSU Extension bulletin on completing a Master Plan update can be found at: <http://lu.msue.msu.edu/pamphlet/Bclsam/pamphlet1H%20Plan5yearReview.pdf>; accessed April 10, 2015.

Smart Growth is a set of 10 principles that can be considered when updating a community's Master Plan. The 10 Smart Growth principles relate to placemaking through approaches that contribute to distinct communities, both rural and urban.

Agencies, Institutions, Organizations

Smart Growth America, www.smartgrowthamerica.org. Smart Growth America advocates for people who want to live and work in great neighborhoods. We believe smart growth solutions support businesses and jobs, provide more options for how people get around and make it more affordable to live near work and the grocery store. The Smart Growth America coalition works with communities to fight sprawl and save money. From providing more sidewalks so people can walk to their town center to ensuring that more homes are built near public transit or productive farms remain a part of our communities, smart growth helps make sure that people across the nation can live in great neighborhoods. Smart Growth America solutions include:

- **Coalition Building:** Governors, business owners, bicycle activists, parents and organizations across the country are all part of growing communities that can be even greater. Smart growth is about making neighborhoods work for everyone, and the more people involved in that process the better.
- **Policy Development:** From using federal stimulus dollars to repair roads and create low-cost options for transportation, to adopting local water policies that work for developers and homebuyers alike, Smart Growth America is a policy resource on all things smart growth. Smart

Growth America works with leaders at all levels of government to show which policy options are best for different communities and can help communities go from idea to implementation.

- Research: Research on topics from urban development to transportation to the cost of vacant properties in your community inform the work of Smart Growth America and are available online. New research is posted regularly, giving policymakers, businesses and community groups the tools they need to make sure growth is smartly done.

American Planning Association (APA), www.planning.org/. National organization for professional planners.

Michigan Association of Planning, www.planningmi.org/. State chapter of the APA.

MSU Extension Government and Public Policy's Land Use Services, http://msue.anr.msu.edu/program/info/land_use_education_services (accessed April 10, 2015). A broad variety of training courses and presentations on topics related to local planning and zoning tools and techniques, planning policy options, land use and environmental issues, local government, public participation programs and leadership development.

Publications and Websites

Smart Growth Readiness Assessment Tool (SGRAT), <http://sgrat.landpolicy.msu.edu/>. The SGRAT is provided by Michigan State University's Michigan Citizen Planner, the Planning & Zoning Center at MSU and the MSU Land Policy Institute, with funding support from the W.K. Kellogg Foundation People and Land initiative. The Smart Growth Readiness Assessment Tool is an online scorecard and resource for Michigan communities. This tool is intended to help you:

- Learn about Smart Growth and the benefits of applying Smart Growth principles in your community.
- Assess whether or not your community is ready to practice Smart Growth.
- Implement Smart Growth using extensive resources, including case studies of Michigan communities successfully following Smart Growth principles.

There is also a *Waterfront Smart Growth Readiness Assessment*, which is a scorecard specifically meant for waterfront communities, <http://sgrat.landpolicy.msu.edu/pages/about.html#Waterfront>; accessed April 9, 2015.

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Zoned Out: Regulation, Markets, and Choices in Transportation and Metropolitan Land Use. Jonathan Levine. Resources for the Future. 2006.

Sustainability

Agencies, Institutions, Organizations

U.S. Green Building Council (USGBC) Leadership in Energy & Environmental Design (LEED), www.usgbc.org/leed (accessed April 10, 2015). A nonprofit organization committed to a prosperous and sustainable future for our nation through cost-efficient and energy-saving green buildings.

Urban Land Institute, www.uli.org/. Provides leadership in the responsible use of land and in creating and sustaining thriving communities.

Better! Cities and Towns, <http://bettercities.net/>. Information on sustainable urban development.

Center for Neighborhood Technology, www.cnt.org/. The CNT is an award-winning innovations laboratory for urban sustainability. The CNT works across disciplines and issues, including transportation and community development, energy, water, and climate change.

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Cities and Forms on Sustainable Urbanism. Serge Salat. CSTB Urban Morphology Lab in Paris. 2012.

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Transportation Infrastructure/Streets/Walkability

Agencies, Institutions, Organizations

National Complete Streets Coalition, www.smartgrowthamerica.org/complete-streets (accessed April 10, 2015). Instituting a Complete Streets policy ensures that transportation planners and engineers consistently design and operate the entire roadway with all users in mind – including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities.

Michigan Department of Transportation (MDOT), www.michigan.gov/mdot (accessed April 10, 2015). The Michigan Department of Transportation provides technical assistance in transportation planning, and implements transportation improvement projects for roads, rail, air, transit, non-motorized infrastructure, bridges and ferries. It also provides information on travel conditions and locations of seasonal repair projects. Other MDOT programs include: Context-Sensitive Design, Access Management, Adopt-a-Highway, Aesthetic Opportunities, Heritage Routes, Intelligent Transportation Systems, Memorial Highways, Noise Abatement, Roadside Development, and Storm Water Management.

Institute for Transportation Engineers, www.ite.org. The Institute for Transportation Engineers provides technical information, professional development and other resources related to transportation planning and infrastructure.

Transportation for America, <http://t4america.org/>. Transportation for America is an alliance of elected, business and civic leaders from communities across the country, united to ensure that states and the federal government step up to invest in smart, homegrown, locally-driven transportation solutions. Transportation for America is working to empower cities, towns and suburbs to build strong economies and communities. The organization believes local leaders have the vision to make smart investments that promote economic success to benefit everyone, from the business community to the lowest-wage worker. Transportation for America works with local leaders for advancement on five key fronts:

- Investment. We are building a powerful new alliance that will help secure sufficient state and federal transportation funding for infrastructure to move freight to market and people to jobs.
- Local Control. We advocate for federal and state policy changes that will give local communities more authority and funding to spur innovation and strengthen their economies.
- Innovation. We provide research and peer-to-peer information sharing to help local communities develop and take advantage of new and “outside the box” approaches to solving their transportation planning, funding and financing challenges.
- Options. We help communities adapt to changes in market preferences, technology and travel patterns that are driving a new consumer demand for a range of transportation options, from managed highway lanes to public transportation to walkable neighborhoods.
- Access to Jobs. We advocate for transportation policies that help employers expand access to workers, attract new talent, and ensure that workers of all wage levels can reach their jobs with the lowest possible cost and stress.

Walkable and Livable Communities Institute (WALC). The WALC Institute is an educational, nonprofit organization working to create healthy, connected communities that support active living and that advance opportunities for all people through walkable streets, livable cities and better built environments. The WALC’s mission is to inspire, teach, connect and support communities in their efforts to improve health and well-being through better built environments.

- The WALC *inspires* by helping communities envision a better future, by sharing examples and success stories and by displaying a personal commitment to the movement.
- The WALC *teaches* the benefits of walkability and livability, best practices in designing for active transportation and strategies for successful civic engagement and implementation.
- The WALC *connects* community members and leaders to important resources, engage them in the process, and help them communicate with each other.
- The WALC *supports* with ongoing guidance, educational materials and by celebrating successes widely.

The Institute was formed for charitable, educational and scientific purposes to help communities address the negative effects of the built environment on health, safety, social welfare, economic vitality, environmental sustainability, and overall quality of life, www.walklive.org.

Steps to a Walkable Community, <http://americawalks.org/walksteps/> (accessed April 10, 2015). America Walks, a 501(c)(3) nonprofit national organization, is building a diverse and powerful coalition to be a strong voice to advance and protect walking at the national level serving as a coordinator, information clearinghouse, and resource provider; America Walks advances game-changing campaigns with national and local partner organizations. The mission of America Walks is to make America a great place for walking by working collaboratively to share knowledge, advance policies and implement effective

campaigns to promote safe, convenient and accessible walking conditions for all. America Walks provides a variety of resources, including facts about walking, benefits of walking, publications and draft resolutions for communities to use to support pedestrian rights and infrastructure development.

Publications and Websites

Urban Street Design Guide, <http://ecommerce.ite.org/IMIS/ItemDetail?iProductCode=LP-681>; accessed April 10, 2015. The National Association of City Transportation Officials (NACTO) **Urban Street Design Guide** shows how streets of every size can be reimaged and reoriented to prioritize safe driving and transit, biking, walking, and public activity. Unlike older, more conservative engineering manuals, this design guide emphasizes the core principle that urban streets are public places and have a larger role to play in communities than solely being conduits for traffic. The well-illustrated guide offers blueprints of street design from multiple perspectives, from the bird's eye view to granular details. Case studies from around the country clearly show how to implement best practices, as well as provide guidance for customizing design applications to a city's unique needs. Urban Street Design Guide outlines five goals and tenets of world-class street design:

- Streets are public spaces.
- Streets play a much larger role in the public life of cities and communities than just thoroughfares for traffic.
- Great streets are great for business. Well-designed streets generate higher revenues for businesses and higher values for homeowners.
- Design for safety. Traffic engineers can and should design streets where people walking, parking, shopping, bicycling, working, and driving can cross paths safely.
- Streets can be changed. Transportation engineers can work flexibly within the building envelope of a street. Many city streets were created in a different era and need to be reconfigured to meet new needs.

Designing Walkable Urban Thoroughfares, www.cnu.org/streets; accessed April 10, 2015. **Designing Walkable Urban Thoroughfares: A Context Sensitive Approach** was created through a partnership between the Congress for the New Urbanism and the Institute of Transportation Engineers (ITE). This manual acts as a how-to document that illustrates best practices for the creation and implementation of walkable, mixed-use streets. **Designing Walkable Urban Thoroughfares** has become a tool that transportation planners, public works departments, city leaders, and community members are using to design better streets, mitigate traffic, spur economic growth and act on public health concerns.

Sustainable Street Network Principles, www.cnu.org/networks; accessed April 10, 2015. The Congress for New Urbanism (CNU) compiled a set of principles and key characteristics of the sustainable street network into an illustrated document. The Principles are an important resource for every traffic engineer, urban designer, urban planner, and engaged urban citizen. They outline not only why sustainable street networks are essential to a vibrant and healthy society, but also what makes a street network sustainable in the first place. For a long time, guidance for street design emphasized free-flowing mobility for the automobile over the needs of the pedestrian, the cyclist, and other modes of transportation. This conventional thinking came at the expense of the quality of our environment and the commercial success of our cities. The CNU Sustainable Street Network Principles place the historic function of streets for all city residents front and center and makes a case for traditional urbanism.

Model Street Design Manual, www.modelstreetdesignmanual.com/. The Model Street Design Manual was created by national experts in living streets concepts. This effort was funded by the Department of Health and Human Services through the Los Angeles County Department of Public Health and the UCLA Luskin Center for Innovation. This manual focuses on all users and all modes, seeking to achieve balanced street design that accommodates cars while ensuring that pedestrians, cyclists and transit users can travel safely and comfortably. This manual also incorporates features to make streets lively, beautiful, economically vibrant as well as environmentally sustainable. Cities may use this manual in any way that helps them update their current practices, including adopting the entire manual, adopting certain chapters in full or part, modifying or customizing chapters to suit each city's needs. See the Customization section below for additional information. The download page features different file formats in order to simplify the editing and customization process. Please notify the source website, using the drop down menu on the right hand panel, if you adopt the manual in full or in part

Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities. Free PDF online: <http://library.ite.org/pub/e1cff43c-2354-d714-51d9-d82b39d4dbad>; accessed April 10, 2015. Institute of Transportation Engineers. Congress for New Urbanism. 2006.

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Rethinking Streets: An Evidence-Based Guide to 25 Complete Street Transformations, <http://rethinkingstreets.com/>. Marc Schlossberg, John Rowell, Dave Amos, Kelly Stanford, University of Oregon's Sustainable Cities Initiative. 2013.

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Transportation for America, <http://t4america.org/>. Transportation policy advocacy organization.

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Walkable communities: Designing For Pedestrians. Dan Burden. SEMCOG and Walkable Communities, Inc. 1998.

Urban/Urbanism/Cities

Agencies, Institutions, Organizations

Congress for New Urbanism (CNU), www.cnu.org. The CNU promotes walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions. The Principles in CNU's Charter promote the hallmarks of New Urbanism, including:

- Livable streets arranged in compact, walkable blocks.
- A range of housing choices to serve people of diverse ages and income levels.
- Schools, stores and other nearby destinations reachable by walking, bicycling or transit service.
- An affirming, human-scaled public realm where appropriately designed buildings define and enliven streets and other public spaces.

New Urbanism reinforces the character of existing areas, brownfields, emerging growth areas, established cities, or small town suburbs, making them walkable, sustainable, and vibrant, revitalizing and energizing communities to their true potential. New Urbanism principles are also central to making whole regions more livable, coherent and sustainable.

Michigan Congress for the New Urbanism, www.micnu.org/. State chapter for CNU.

Next City, www.nextcity.org. Next City is a nonprofit organization with a mission to inspire social, economic and environmental change in cities by creating media and events around the world. Its vision is for a world in which cities are not in crisis and are instead, leading the way towards a more sustainable, equitable future. Next City provides daily online coverage of the leaders, policies and innovations driving progress in metropolitan regions across the world. In addition to daily blog content, each week Next City publishes a long-form story. The series, *Forefront*, is available by web subscription or as an app on the Apple Newsstand. In addition to Next City's online journalism, it produce events including an annual urban leadership conference, Vanguard. Originally named The Next American City, the organization began publishing a quarterly magazine in 2003.

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The Image of the City. Kevin Lynch. The MIT Press. 1960.

Charter of the New Urbanism 2nd Edition. Congress for the New Urbanism. McGraw-Hill. 2013.

New Urbanism and American Planning: The Conflict of Cultures. Planning, History and Environment Series. Emily Talen. Routledge. 2005.

New Urbanism: Best Practices Guide 4th Ed. Robert Stueteville. New Urban News Publications. 2009.

Prairie Urbanism. Edited by Zachary R. Borders. CNU XII Chicago. University of Illinois Printing Services. 2004.

The New Urbanism: Toward an Architecture of Community. Peter Katz. McGraw-Hill. 2004.

The Option of Urbanism: Investing in a New American Dream. Christopher B. Leinberger. Island Press. 2008.

Glossary

Anchor Institution

Anchor institutions are nonprofit institutions that once established tend not to move location. Emerging trends related to globalization—such as the decline of manufacturing, the rise of the service sector, and a mounting government fiscal crisis—suggest the growing importance of anchor institutions to local economies. Indeed, in many places, these anchor institutions have surpassed traditional manufacturing corporations to become their region's leading employers. If the economic power of these anchor institutions were more effectively harnessed, they could contribute greatly to community wealth building. The largest and most numerous of such nonprofit anchors are universities and nonprofit hospitals (often called "Eds and Meds"), and governmental entities, www.community-wealth.org.

Bus Rapid Transit (BRT)

The BRT is an innovative, high capacity, lower cost public transit solution that can significantly improve urban mobility. This permanent, integrated system uses buses or specialized vehicles on roadways or dedicated lanes to quickly and efficiently transport passengers to their destinations, while offering the flexibility to meet transit demand. The BRT systems can easily be customized to community needs and incorporate state-of-the-art, low-cost technologies that result in more passengers and less congestion. National BRT Institute, www.nbrti.org.

Charrette

A multi-day, collaborative planning event that harnesses the talents and energies of all affected parties to create and support a feasible plan that represents transformative community change. Often used to create Master Plans and Placemaking projects, www.charretteinstitute.org.

Community Development

Community development is a process where community members come together to take collective action and generate solutions to common problems. Community wellbeing (economic, social, environmental and cultural) often evolves from this type of collective action being taken at a grassroots level. Community development ranges from small initiatives within a small group to large initiatives that involve the broader community, www.peernetbc.com/what-is-community-development; accessed April 10, 2015.

Creative Class Workers

The Creative Class is a posited socioeconomic class identified by American economist and social scientist Richard Florida, a professor and head of the Martin Prosperity Institute at the Rotman School of Management at the University of Toronto. According to Florida, the Creative Class are a key driving force for economic development of post-industrial cities in the United States, [http://en.wikipedia.org/wiki/Creative class](http://en.wikipedia.org/wiki/Creative_class); accessed April 10, 2015.

Downtown

A downtown is the densely settled commercial core of a community that serves as its social and economic center that has intensive commercial or mixed uses with contiguous multiple blocks of zero lot line buildings with adjacent medium density areas that allow for district growth, and these downtowns have intensive public and private capital investment. Downtowns have the following characteristics:

- Multi-functional with places to shop, work, dine, live, worship, receive governmental services, be entertained, and enjoy a variety of cultural offerings;
- Contain at least one commercial street with the majority of spaces devoted to retail and characterized by a predominance of large storefront display windows;
- Concentration of buildings dating from a variety of periods under multiple ownership structures that forms a unique character that has evolved over time and reflects the community's character;
- Compact, walkable, pedestrian-oriented district with buildings located in a manner that creates continuous facades set close to or on the property line with entry to buildings directly from sidewalks; and
- Acts as a key defining feature of the community's overall Sense of Place.

www.michigandowntowns.com/about.php; accessed April 10, 2015.

Economic Development

Economic development is the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. Such actions can involve multiple areas including development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy, and other initiatives. (Wikipedia)

Form-Based Codes

A means of regulating development to achieve a specific urban form (not building style). These codes create a predictable public realm by controlling physical form primarily, with a lesser focus on land use, through municipal regulations. They are provided for in a local Master Plan and included as part of local zoning ordinance.

Good Form

Development that is consistent with centuries' old principles for human scale walkable development; based on neighborhood, block, building and street design standards.

Green Infrastructure

The interconnected network of open spaces and natural areas, such as greenways, wetlands, woodlands and parks.

Green Streets

Urban transportation right-of-ways integrated with green techniques are often called "green streets". Green Streets achieve multiple benefits, such as improved water quality and more livable communities, through the integration of stormwater treatment techniques which use natural processes and landscaping. U.S. Environmental Protection Agency. *Managing Wet Weather with Green Infrastructure, Green Streets Municipal Handbook*.

Key Centers

Downtowns or other major activity, job, and retail centers that are a major hub of economic and/or social activity. There could be multiple key centers in a very large city. A key center encompasses

multiple blocks, but for placemaking, should not be so large that placemaking efforts become too dispersed and ineffective.

Key Corridors

Key corridors are major transportation routes that connect key centers with important nodes and outlying areas that contain populations that can support economic activity in key centers and along key corridors.

Knowledge Workers

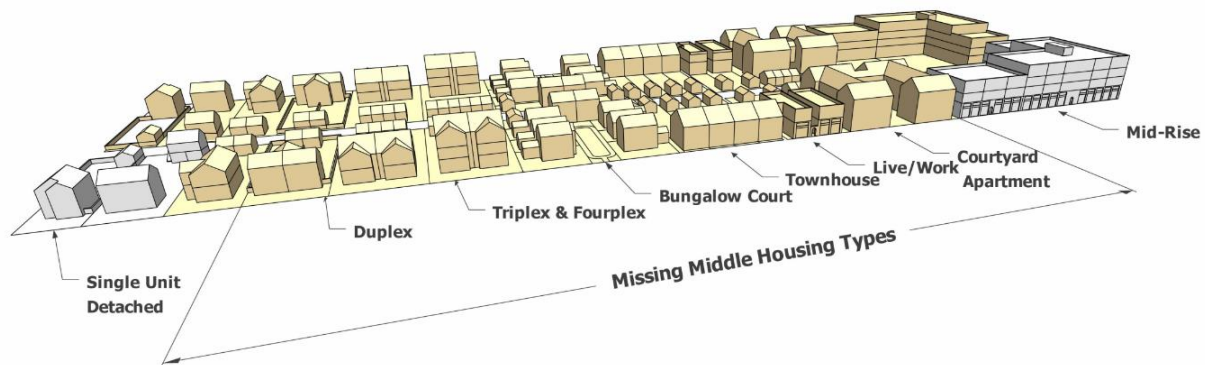
Knowledge workers are workers whose main capital is knowledge. Typical examples may include software engineers, architects, engineers, scientists, public accountants and lawyers, because they "think for a living." What differentiates knowledge work from other forms of work is its primary task of "non-routine" problem solving that requires a combination of convergent, divergent, and creative thinking. Also, despite the amount of research and literature on knowledge work there is yet to be a succinct definition of the term, http://en.wikipedia.org/wiki/Knowledge_worker; accessed April 10, 2015.

Master Plan

A Master Plan is a comprehensive, long-range plan intended to guide change in a city, village, township, county, or region. It includes the goals, objectives and policies of the community related to physical growth and development issues, or of shrinkage, redevelopment or renewal and usually includes elements on land use, transportation/circulation, community facilities, the local population, economy, housing, parks and recreation, open space, environmental protection and natural resources management. There are many commonly accepted terms for a Master Plan, including Comprehensive Plan, Basic Plan, General Plan, Community Plan, and combinations of these, such as Comprehensive Community Plan, General Development Plan, etc. From the *Community Planning Handbook: Tools and Techniques for Guiding Community Change*, Michigan Society of Planning Officials, 1992.

Missing Middle Housing

All communities need a wide variety of housing types to meet the needs of the whole community. If the community wants to focus on talent attraction and retention as part of Placemaking, there is a particular set of housing types that are often missing in suburban, traditional neighborhood, and downtown zones. Known as the Missing Middle Housing, they are often characterized by a walkable context, medium density (but lower perceived densities), small footprint and blended densities, and smaller, well-designed units. See example below:



(source: Dan Parolek, Opticos Design.)

Mixed-Use

Areas designated as mixed-use allow for integration of compatible uses (retail, residential, office, transit-oriented uses) and encourages lively activity in public and private spaces. A diverse mix of uses that meet daily needs creates a place that attracts people and creates economic activity.

Nodes

Nodes are small areas around major transportation connections, such as where two major streets and transit lines connect.

Standard Placemaking

The process of creating quality places that people want to be in (to live, work, play or be educated in). This requires engaging and empowering people to participate in the process of designing and creating these places. Additionally requires embracing a wide range of projects and activities and is pursued by the public, nonprofit and private sectors on a piecemeal basis, over a long period of time.

Project examples include downtown street and façade improvements, and neighborhood-based projects, such as residential rehabs, residential infill, small scale multi-use projects, and include activities often classified as “Lighter, Quicker, Cheaper.” [From the Michigan Placemaking Curriculum.]

Strategic Placemaking

A process *targeted* (i.e., it is deliberate and not accidental) towards achieving a particular goal in addition to creating quality places and aims to *create places that are uniquely attractive to talented workers* (especially knowledge workers and the creative class) so that they want to be there and live there. The process involves specific targeted locations to create the circumstances for substantial job creation and income growth by talent attraction and retention.

Projects tend to be mixed-use developments in certain neighborhoods, along *corridors*, such as rapid transit lines, at key *nodes*, and in key *centers*. Projects can begin with rehab of existing structures (e.g., historic buildings) and include activities, such as cyclical events targeted to talented workers as well as other arts, culture, entertainment and recreational activities that add vitality.

Strategic Placemaking results in: Quality, sustainable, human-scale, pedestrian-oriented, bicycle friendly, safe, mixed-use, broadband enabled, green places, with lots of recreation, arts and culture, with a range of transportation and housing options, respect for historic buildings, public spaces, and broad civic engagement. [from Michigan Placemaking Curriculum.]

Regional Prosperity Initiative

The Governor's Regional Prosperity Initiative provides incentives for regions within Michigan to develop strategic economic development plans, known as a Regional Prosperity Plan. Those plans should include a list of targeted places within the region for Strategic Placemaking projects. The local units of government that are centers of commerce and culture should be involved in identification of those targeted centers, nodes and corridors. Every couple of years the list should be reexamined and updated based on events since the last time. As the opportunity arises, local master plans, corridor plans, subarea plans, Place Plans and related plans should be updated to include these and any other priority locations for Strategic Placemaking as well. Local governments may also want to create place-specific criteria to further target investments within certain areas.

Sense of Place

This is the term often used to describe the emotional component of placemaking. It is a feeling or a perception that people have of a place. A distinct sense of place derives from strong positive or negative feelings about a place. It can relate to a perception of human attachment (such as a home) and/or to a sense of belonging (like a town square that one identifies with). Think of the vacation spot you most love to visit, or the shops you most like to browse in, or the restaurants you most enjoy eating in. Now, magnify that beyond an individual place, to a whole area, like a block or a neighborhood, and then further to a quarter of the city or the whole city or metropolitan area itself. It is unlikely that everyone living in or visiting these areas have the same sense of place, but places with a strong sense of place have a character that is recognized and often described in similar terms by many. From "Placemaking, Sense of Place and Place-Based Initiatives: Key Parts of Regional and Local Economic Development Strategies," by Mark A. Wyckoff, in *Planning & Zoning News*, Vol. 29 No. 1, November 2010.

Target Market Analysis (TMA)

A TMA is a study of the lifestyle preferences, and preferred types of housing formats of populations that are on the move, and that have a preference for city (rather than suburban or rural) living. It is not a study of the preferences of current populations. A TMA helps a community understand the types of housing they should be providing if they want to attract the highly mobile and talented.

Target Market Analysis is a method of market study that splits out the market for individual housing types (based on form and the specific market niche it attracts) depending on a particular location along the transect.

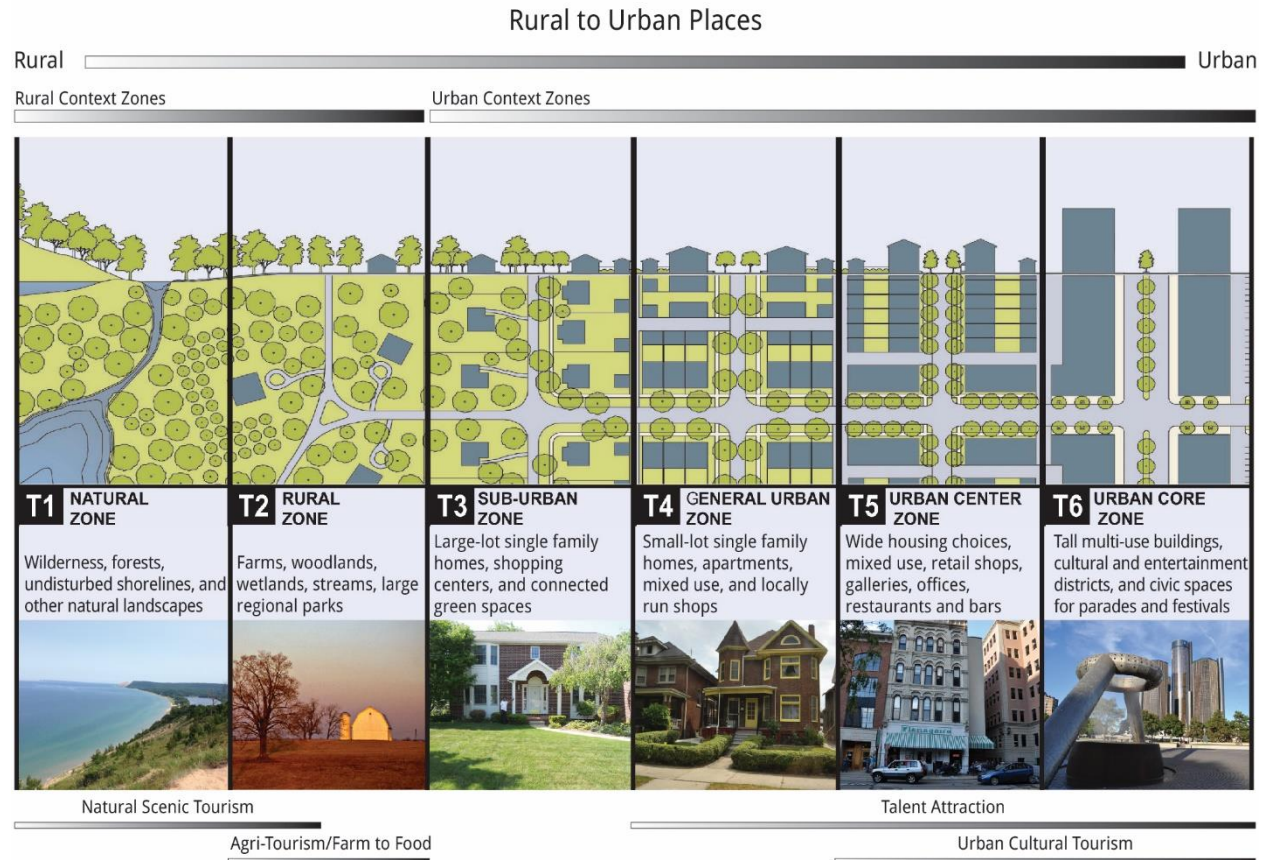
Third Places (3rd Places)

Third places, or "great good places," are the public places on neutral ground where people can gather and interact. In contrast to first places (home) and second places (work), third places allow people to put aside their concerns and simply enjoy the company and conversation around them. Third places "host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work." Beer gardens, main streets, pubs, cafés, coffeehouses, post offices, and other third places are the heart of a community's social vitality and the foundation of a functioning

democracy. They promote social equality by leveling the status of guests, provide a setting for grassroots politics, create habits of public association, and offer psychological support to individuals and communities. Dr. Ray Oldenburg and Project for Public Spaces, www.pps.org/reference/roldenburg/; accessed April 10, 2015.

Transect

Zones of human habitation that range from low-intensity development (most rural), to high intensity development (the most urban; city cores). Illustrated by the diagram below:



(source: Figure by the Land Policy Institute, Michigan State University, 2015. Transect graphic by the Center for Applied Transect Studies, 2008. Photos by the Michigan Municipal League (T4, T5 and T6), MSU Communications and Brand Strategy (T2) and MSU Land Policy Institute (T1 and T3).)

Transit Oriented Development (TOD)

Transit-Oriented Development (TOD) refers to areas at major commercial and transportation nodes that are redeveloped with new, higher-density residential. TOD provides passengers for and takes advantage of transit service at public transportation stations/stops. Additional households from the higher density TOD, helps support nearby businesses and makes transit more feasible. (“Transit” means: bus, train, subway, and other public forms of transportation)

Use by Right

Also known as permitted uses, “use by right” refers to a property owner’s use of property and structures in manners consistent with what is listed as permissible in the zoning district where the property is located. For example, the operation of a book store on property zoned for commercial uses would be considered a “use by right.” No special review or approval is required and permits are quickly obtained.

Zoning Ordinance

Zoning regulates the use of land and is the primary regulatory tool for shaping local growth and development. Traditional zoning segregates uses into different ones or districts according to their function. A zoning map illustrates all of the zones (e.g., residential, commercial, industrial, office, public, resource conservation, and so on). The number and type of districts varies according to local needs, intensity of development and desired mix of uses. The zoning ordinance establishes development standards for each mapped district. From the *Community Planning Handbook: Tools and Techniques for Guiding Community Change*, Michigan Society of Planning Officials, 1992.