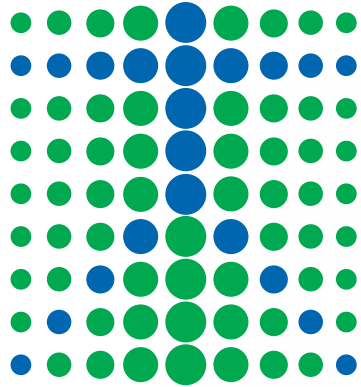


Partners for Livable Asia



LEARNING FROM AMERICA

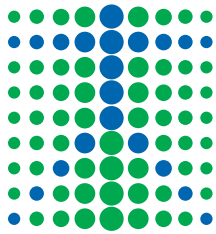
A Portfolio of Services from

Partners for Livable Communities



Partners for Livable Asia

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Partners for Livable
Communities

A PROPOSAL FOR COLLABORATION IN THE CHANGING URBAN DYNAMICS OF ASIA

Partners for Livable Communities is a Washington, D.C.-based nonprofit organization with a diverse Board of Directors made up of national politicians, elected local officials, the banking industry, media commentators and journalists. Partners Board has authorized Robert McNulty, our Chief Executive Officer and President, to solicit association in Asia. This association would transfer the 30-plus years of knowledge that we have gained in pursuing livable communities in South America, Africa, Europe, and North America to an Asian partner that would be interested in forming Partners for Livable Asia to affiliate with Partners for Livable Communities. Partners for Livable Asia would seek to avoid the mistakes that have occurred in other parts of the world and would learn from our own best practices to pursue livable communities.

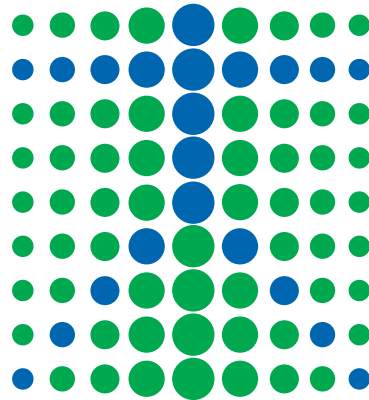
Partners recently undertook in Charlotte, North Carolina, the banking capital of America with the headquarters of both the worldwide Bank of America and Wachovia Bank, a national forum linking the creative economy, sustainability, quality of life and equity of opportunity which we see as a global desire for livable communities. The global dynamics of economic leadership have already shifted to Asia. The Asian continent will be engaged in major change that may threaten traditional values and quality of life issues of the region's communities. In these times, we offer our association in hopes that we can transfer our knowledge of a non-partisan approach to problem solving. We believe that local communities are a key participant in decision making and that heritage, culture, and quality of life are building blocks for a stronger economy and not a luxury that cannot be afforded in time of change or economic downturn.

Please contact Partners for Livable Communities President Robert H. McNulty (bmcnulty@livable.org) if you see an opportunity for association and for a unique opportunity to host a forum for Asian nations that could highlight your commitment to economic opportunity, quality of life, sustainability and equity of opportunity.

Sincerely,

The Honorable Glenda E. Hood

Chairman Emeritus, Partners for Livable Communities
Former Secretary of State, State of Florida
Former Mayor of the City of Orlando, Florida



Partners for Livable Communities

Partners for Livable Communities (Partners)

is a non-profit 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, charrettes, research and publications. More than 1,200 individuals and groups from local, state, national, international, public and private and media organizations make up Partners' resource network and share innovative ideas on livability and community improvement.

LEARNING FROM AMERICA

A CALL FOR COLLABORATION

At Partners for Livable Communities, we have gained knowledge through more than 30 years of work in America and Western Europe that is applicable to the burgeoning economies of Asia. As Asia's leaders pursue new ventures in complex issues—growing economic opportunity, protecting the environment, preserving heritage, insuring local values, and creating sustainable futures—the time is right to learn from Partners' experience.

Our colleagues and companions in America and Europe have made many errors in urban development, planning, design and development strategies, but through these mistakes *valuable lessons emerged*. Partners can transfer these lessons to help Asian leaders avoid the same mistakes. We also hope this can help your communities preserve their unique heritage, culture, environment, skills and values so that the global society is a mosaic of values that are unique, distinctive and appropriate for each country.

Under the leadership of our President and CEO Robert H. McNulty, Partners is seeking an Asian collaborator that is interested in associating with the Board of Trustees, past and present, and the work agenda of Partners—which is focused upon livability, quality of life, economic and social development. We seek to build a bridge of learning, cooperation and understanding between Asia and the Western communities.

More more information on forming a collaboration, contact:
Robert McNulty
President and CEO
1-202-887-5990
bmcnulty@livable.org

OVERVIEW

The **Learning from America** program began in May 1981, when Partners for Livable Communities supported a representative of the English Tourism Authority on a tour of 19th Century American mill towns.

Since then, Partners has enhanced its ability to provide the international community with the chance to learn from America, and has developed one of the strongest programs in the field. Under the leadership of U.S. Senator Richard Lugar, former Congressman Lee Hamilton, and former Indianapolis Mayor William Hudnut, Partners has hosted numerous international conferences to share ideas and best practices with a new audience.

Brokerage of American Community Development Strategies

The Learning from America program presents ways in which the United States can help international cities meet the challenges they face as the world becomes more closely united.

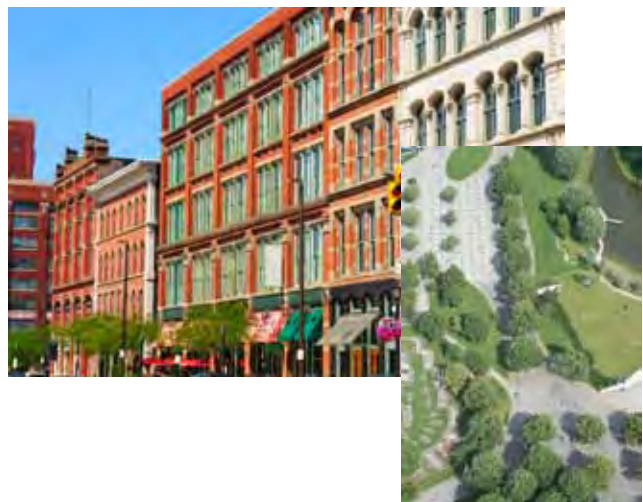
International communities have demonstrated a particular interest in programs on **entrepreneurial local government** and **public-private partnerships**. Local governments are making increasingly stronger efforts to market their cities and attract new businesses and tourists. Partners' 1986 book, *The Entrepreneurial American City*, is a major resource on the changing role of local leadership in municipal improvement. The book, which was produced for the Secretary of the U.S. Department of Housing and Urban Development (HUD), has been distributed to some 45,000 recipients in the U.S., Europe and Asia.

The structure and function of cooperative **public-private partnerships** has been the major topic of discussion at all of our recent international conferences. In the United States, such partnerships often accomplish projects that neither sector could carry out on its own. Partners has had success facilitating these partnership in Europe. For example, the Greater Indianapolis Progress Committee assisted in the formation of INBY, the first Norwegian public-private partnership.

Of increasing interest to international cities is the role of the **creative nonprofit**, such as it is the Denver Partnership Inc., Richmond Renaissance, or the Chattanooga Venture. Leaders see the success that these civic-based, public-private groups have in generating support and money, and they are eager to learn more about them. Partners provides that information through conferences, study tours, and our network of resources (see page 34), as well as by our own organization's example of a successful nonprofit in action.

Focus Areas

1. The New Civics
2. The New Economy
3. The Role of the Nonprofit as a Change Agent
4. Using Culture and Heritage Assets to Spur Community Development



1. THE NEW CIVICS: IDENTIFYING RESPONSIVE COMMUNITY LEADERSHIP

What is *new* about the New Civics is the realization that contribution to the public good does not have to be an exercise in altruism. It is possible, even desirable, for it to benefit the contributors.

The institutional forces at work in many of today's forward-looking communities operate on the assumption that investment that benefits the community also benefits the investor. The essence of the New Civics is simple and clear: the interests of all parties must be considered if a community is to reap maximum benefit. Municipal government, local business, community groups and foundations must all work together for cities to thrive and prosper. This often requires a radical shift in traditional attitudes.

New Civic Actors

As we explored the ideas of the New Civics, we discovered that new civic actors are emerging.

- **The private sector as civic actor** — how corporate leadership, from the boardroom to the manufacturing plant floor, can learn how to better mesh company self-interest with civic goals.
- **The municipal government as civic leader and development facilitator** — how local government can assume a more entrepreneurial posture toward civic advancement in partnership with the business community.
- **The nonprofit as civic survivor** — how the independent sector can develop innovative funding sources to sustain its role as a delivery mechanism for crucial social and economic services.
- **The foundation as civic agent** — how the shift from “giving” to “investing” through program-related grants can play a vital role in community development.
- **The volunteer as civic resource** — how broad-based citizen involvement can validate civic ventures and supplement short-handed staffs.
- **The state, regional and federal government as civic networker** — how these public agencies can disseminate local development strategies as well as provide incentives for community development, such as tax breaks and deregulation.

Roles of the Civic Actor

Partners has put together a profile of the kind of city that has most successfully incorporated a new civics mentality, and we have identified the roles that the different civic actors can play. Briefly, these are:

- **Local business:** Local business has more of a role than simply planning lunch for the annual chamber of commerce banquet. Through the Main Street program of the National Trust for Historic Preservation and through planning strategies with the International Downtown Association, local businesses increasingly are becoming resources and strategists for the future of the downtown. The business community, after all, is in a position to know how the downtown can compete with regional shopping centers by offering specialized products and a special experience.
- **Corporations:** Corporate executives are no longer just check writers for minimum donations for the maximum number of campaigns. They are using their strategic planning and executive talent to help adopt major programs on issues of concern to citizens: education, criminal justice, drug abuse, infrastructure replacement, regional marketing, and investments in their communities through international trade.
- **Municipal government:** Most city governments still see themselves solely in traditional roles — maintaining facilities, providing services, and protecting the populace. Those governments imbued with the new civics mentality, however, are also adopting an entrepreneurial posture toward civic advancement; they are initiating, bargaining and cajoling instead of merely reacting to others' proposals.
- **Nonprofit organizations:** Nonprofit organizations have grown rapidly in number and size and represent a significant factor in a city's economic life. With federal funds and much private money dried up, nonprofit groups must develop new fundraising mechanisms. In some cases, the new civics approach will bring them into a financial partnership with several or all of the urban actors described here.
- **Foundations:** Traditionally, foundations have given money; under the new civics, however, they invest some of that money — not in traditional profit-making enterprises, but in projects that will repay the grant many times over in improved urban amenities, better services, and community development.
- **Citizens:** The vast majority of citizens either exclude themselves or are excluded from decisions affecting their community. Those who are activists generally become involved only in last-minute opposition to some proposed development. Cities that truly believe in the new civics involve the citizenry from start to finish, relying on them to identify problems, design solutions, and even help implement the final plan.
- **University:** Partners proposes examining the role of the university in the urban community to show how it interacts with its environment. Areas of assessment may include the development of small business incubators, private-sector support for university efforts, and the university as a catalyst for international cooperation.
- **State and regional governments:** Too often, city officials find themselves in competition with surrounding suburban counties, or mayors are at loggerheads with governors. Through the new civics, leaders of these different political entities see the benefit of working together.

2. THE NEW ECONOMY: CHARACTERISTICS AND CHALLENGES

Partners held a “Cultivating Creative Communities” conference in Charlotte, North Carolina. The conference discussed four themes vital to livability: Amenities, Creativity, Equity, and Sustainability. **Amenities** are the attractive features that contribute to a community’s overall quality of life, representing the crucial social and economic elements that create vibrancy and fulfill daily needs. **Creativity** is the basis for the new economy wherein cities are seen as quality of life centers and in competition with each other for economic activity. **Equity** in communities means creating avenues to allow everyone of all backgrounds, ages, and capabilities to become a part of the creative economy and benefit from place improvements. Finally, **sustainability** encompasses not only environmental sustainability, but thinking regionally and creating partnerships with surrounding areas to ensure sustainability for the entire region and its economy.

Partners believes that the themes can help diverse communities from across the globe as they think of creative ways to tackle the challenges of the new economy.

Creative Cities: Power for the New Economy

1. *Characteristic:* The new economy has reduced the power of factors that favored central locations and strengthened the outward-moving forces in metropolitan areas.

Challenge: Find ways to hold and attract residents, workers and businesses.

2. *Characteristic:* The new economy requires well-educated, skilled and adaptable workforce.

Challenge: Strengthen school systems and develop and strengthen the educational institutions that respond directly to the needs of new economy employers.

3. *Characteristic:* The new economy has enhanced the significance of quality of life factors in determining where new economy enterprises will locate.

Challenge: Control negative factors such as crime and blight and enhance potential positive factors such as cultural institutions and diverse and interesting architecture.

4. *Characteristic:* The new economy is global.

Challenge: Support and expand opportunities to link efficiently with the national and international economies.

5. *Characteristic:* The new economy demands a new infrastructure.

Challenge: Provide state-of-the-art digital infrastructure while upgrading traditional infrastructure.

6. *Characteristic:* The new economy is regional and not divided neatly among local jurisdictions.

Challenge: Develop ways to bridge the divide separating them from the suburban areas of metropolitan regions.

7. *Characteristic:* The new economy puts a premium on speed, responsiveness and flexibility.
Challenge: Reform local Institutions and processes that may be too slow and rigid to take advantage of new economy opportunities.
8. *Characteristic:* The new economy is causing a radical restructuring in the composition of the business community.
Challenge: Identify and engage effectively with representatives of the sectors most important for the future of the community's economy.
9. *Characteristic:* The new economy makes clusters and networks within the local economy especially important for innovation and growth.
Challenge: Find ways to foster and support productive interrelationships in the local economy.
10. *Characteristic:* The new economy increases the importance of higher education and research institutions, for local economic development.
Challenge: Work with higher education and research institutions to develop good working relationships.
11. *Characteristic:* The new economy threatens to leave behind those who were at the bottom of the ladder in the old economy.
Challenge: Make sure all of our residents have the opportunity to succeed in the new economy.
12. *Characteristic:* The new economy is constantly changing at a rate unmatched in previous history.
Challenge: Develop the capacity to keep abreast of change and maintain a clear understanding of the implications for their own prospects.

"Little did we know that when we asked Partners to do a charette for Broad Street, we would set in process a whole new civic agenda for Richmond."

— John Snow, Former U.S.
Secretary of The Treasury

3. THE ROLE OF NONPROFIT AS A CHANGE AGENT

Partners and its Trustee Emeritus, Arthur Ziegler, the nonprofit developer of Pittsburgh's Station Square, are seeking to put together a series of forums on the role of the nonprofit developer. The idea is that there need not be a conflict of public versus private; entrepreneurial nonprofit, as exemplified by Mr. Ziegler in Pittsburgh, can help create a mixed economy important to revitalization.

Private Development for the Public Good

Opportunities exist for major urban development and renewal. The results of these projects will affect town planning, living trends, tax bases, and the environment for many years to come. Frequently, developers will need government assistance in financing and obtaining land controls and project approvals.

Problems

Private developers will rightfully have a profit motive for undertaking their developments. They will need to minimize their risks and maximize their gain. Government agencies will be interested in securing new investment, town revitalization, and increased tax bases. Due to government processes, however, projects may be slowed and because government is not entrepreneurial, opportunities for economic participation may be missed.

The Partners/Landmarks Approach

- Partners for Livable Communities is a nonprofit organization dedicated to the improvement of urban areas throughout the world. Partners has extensive experience with assisting local government in improving urban areas through public-private partnerships, entrepreneurial development and the roles of nonprofit change agents.
- Landmarks Development Corporation is a for-profit development and management company wholly owned by the nonprofit Pittsburgh History & Landmarks Foundation, and historic preservation organization dedicated to improving the environment. Landmarks has carried out extensive revitalization programs in inner-city residential and commercial areas, and in development of a mixed-use complex at a 20-hectare former railway station called Station Square. It works extensively in urban planning and consensus building.

The Concept

Partners for Livable Communities will join with the Pittsburgh History & Landmarks Foundation to provide consulting, management, and development services to cities using Station Square as a model for public/private/nonprofit partnerships in development for the public good.

Partners will help to define the master plan and program projects, utilizing or creating a for-profit expediter/owner.

Partners will then couple the investment capital of private entrepreneurs with governmental funding and with potential grant funding through the nonprofit organizations to create a partnership for development.

Benefits

Risk/reward: Where do the profits go?

The public sector can accept risk for private-sector activities in order to create major renewal and new investment programs in cities. At the same time, the private sector will often not be able to finance such risks when pioneering new development ideas in untested political and market environments, yet can create successful projects. A nonprofit organization can take risks that neither party can take. All participants should be involved in receiving profits from their participation.

Public Acceptance and Participation

When major areas of urban centers are being redeveloped, the public may have a suspicious view that can impede the development process. A nonprofit organization helps to remove the fear of greed and exploitation and often know better how to include the public sector in a participatory design and planning process.



4. USING CULTURE AND HERITAGE ASSETS TO SPUR COMMUNITY DEVELOPMENT

The potential to use cultural strategies to revitalize urban areas across the globe is enormous. World Bank estimates that 80 percent of future growth will occur in towns and cities where renovated historic neighborhoods can sustain businesses and a host of cultural opportunities. When cultural activity assumes the form of historic preservation or a vibrant artist community, rich and varied opportunities emerge for employment and civic pride. Often the restoration of a building communicates to local residents that something of value exists in their community, something that others deem worth investing in. This encourages residents to view their own condition in a positive light so that they, too, have something of value to cherish and care for. Moreover, cultural heritage preservation can awaken a spirit of community connectedness, provide fertile ground for small-scale enterprises that attract innovative entrepreneurs, and nurture the revival of traditional building techniques and craft skills.

Because culture contributes to societal harmony, a nation's educational system should use it as a tool to build individual and group confidence and identity. Culture provides the context within which humans attempt to understand and manage the inevitable change and challenges they encounter in life. The traditional humanistic argument that seeing Shakespeare or listening to a symphony expands the range of human possibility through contact with concrete products of human creativity holds true for an expanded view of culture as patterns of living together. Businesses that rely on innovation and creativity "recognize" this need and, hence, gravitate to people and places with strong identities, where the cultural environment is high on the social agenda.

International campaigns such as those waged by UNESCO to preserve the world's cultural and natural heritage have spread awareness of the fragility of the world's treasures. Preservation movements in the United States and Europe have focused increasing attention on the potential of cultural assets to provide enrichment and spur creative solutions to current problems. Like the world's finite supply of rainforests or fresh water, the survival of cultural resources requires society's active participation to ensure their preservation for future generations.

Partners is exploring new locations for a "Culture Builds Community" initiative, as well as potential institutions, community development corporations, and health and human service organizations that could serve as clients. These collaborations would stress cultural strategies as a means of community human development, and are particularly important for urban communities with tight budgets and a panoply of problems.

Culture Builds Community: Putting Culture and Amenities to Work for Community Betterment

Introduction

Cultural assets come in all sizes, types, and areas of interest — from neighborhood-based arts organizations to high-profile regional museums and performing arts centers. They can be public or private entities, and can be found in church basements, abandoned stores or glamorous buildings. While cultural assets are located in nearly every neighborhood, they are often overlooked when plans for human and physical revitalization are being laid. This oversight is particularly detrimental to individuals working to improve the economic and social condition of neighborhoods because cultural assets can be powerful partners to leverage physical improvements and create a climate of investment, to provide important services to at risk youngsters and their families, to further efforts of multicultural understanding, and to become the catalyst for regional cooperation.

Six Gateways for Partnerships

Partners seeks to put culture and amenities to work for community betterment through six focus areas (listed below with sample outcomes).

1. Economic Development and Jobs

- Cultural resources can be marshaled to complement and underscore creative economic initiatives.
- Cultural organizations are an excellent place to learn job skills and receive job training.

2. Youth Development and Family Support

- Cultural processes work as a groundbreaker and foundation-layer for addressing basic needs and skills.
- Arts and cultural activities are excellent educational tools that transmit information in new ways.

3. Social Capital and Community Empowerment

- Cultural resources are an effective means of strengthening community.

4. Training and Leadership Development

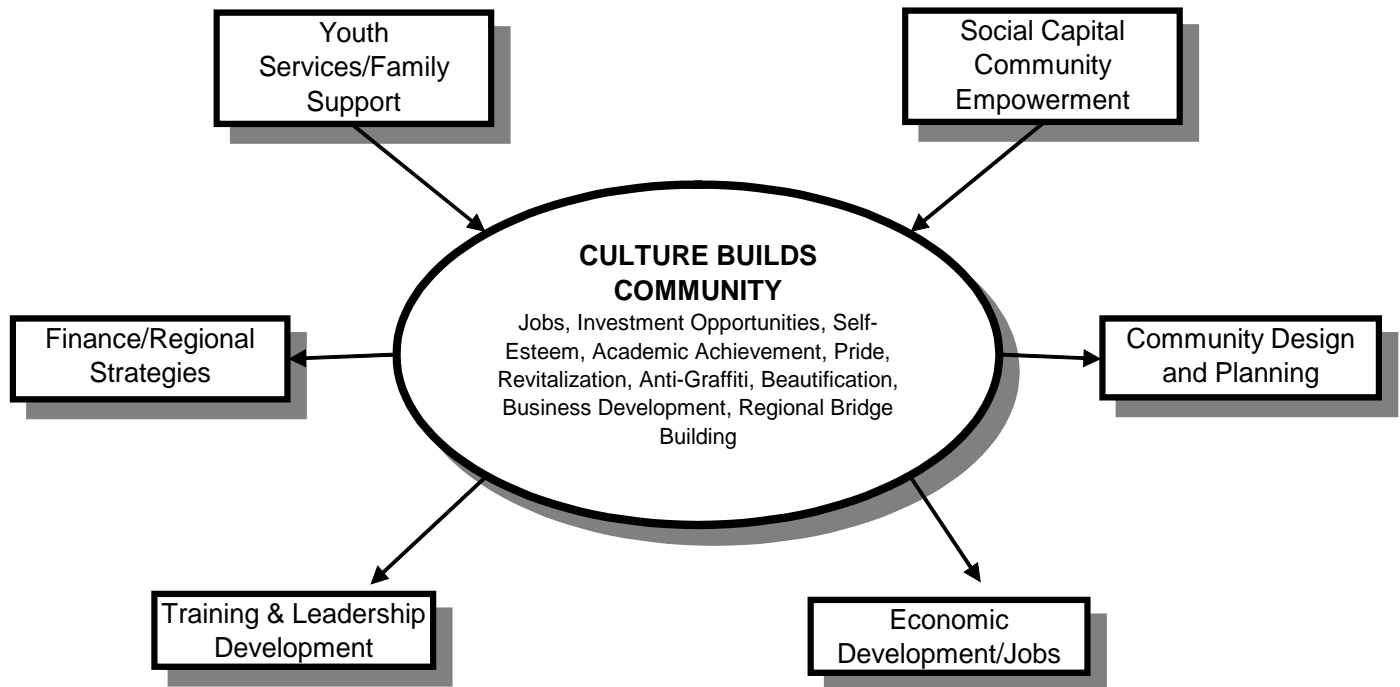
- Cultural resources are bridge-builders that translate information about culture and ethnicity and reduce prejudice.

5. Community Design and Planning

- Arts organizations are a logical place to turn for facade improvements, landscaping and other beautification efforts.
- The presence and number of arts and cultural organizations in a neighborhood are known to strengthen the revitalization process.

6. Finance and Regional Strategies

- Arts and culture, both their programs and their institutions, are an excellent catalyst for bringing disparate groups together with metro financing strategies.



BEST PRACTICES: HOW CULTURE BUILDS COMMUNITIES

HUMAN DEVELOPMENT INVESTMENTS

Youth Skills Critical Intervention/Crime Reduction

Theater programs for youth offenders train at-risk youth as peer educators by helping them write, produce and perform for other teens in their own plays about pressing social issues.

Benefits: Reduced youth crime, violence, and recidivism
 Deters young people from drugs and gangs
 Creates safe havens and connects young people with caring adults
 Teaches problem solving, critical thinking, and conflict resolution skills

Case Studies: Break the Cycle Teen Theatre Troupe, Longwood, CO
 Manchester Craftsmen’s Guild, Pittsburgh, PA
 Perkins Center for the Arts, Voorhees, NJ

Cultural Entrepreneurship

Training for young artists both hones their artistic skills and teaches them how to market and sell their artwork.

Benefits: Increases income and strengthens employability

Case Studies: Gallery 37, Chicago IL
 Green Chair Project, Minneapolis, MN
 Ya-Ya, New Orleans, LA

RESOURCES FOR COMMUNITY BUILDING

Community-Based Efforts

Arts and history programs in historic New England mill towns and elsewhere teach residents about their history, commemorate it in woven form, and work actively to preserve local heritage as a resource for both tourism and townspeople.

Benefits: Increases sense of belonging, pride, and identity
 Motivates people to become active in their own community

Case Studies: Appalshop, Whitesburg, KY
 Mill Tapestry Project, Newport, NH
 Stageworks Touring Company, Glasboro, NJ

Multicultural Projects

A resource and arts center focused on Latino culture that educates a larger community about this rich tradition provides Latino people with a venue where they can experience their heritage and encourages local development efforts.

Benefits: Improves understanding between ethnic groups and preserves cultural legacies

Case Studies: Guadalupe Cultural Arts Center, San Antonio, TX
 Historyonics Theatre Company, St. Louis, MO
 Unity in Community Celebration, Tallahassee, FL

PHYSICAL INVESTMENTS

Revitalizing Neighborhoods into Cultural Areas

Revitalized historic buildings and theaters create new African-American heritage zones and generate new low-income housing closely linked with these cultural resources.

Benefits: Revitalization
 Adds to tax base
 Provides jobs
 Improves image
 Leverages local economic development
 Draws businesses
 Generates heritage tourism

Case Studies: Grand Center Revitalization, St. Louis, MO
 Black Economic Union of Greater Kansas City, Kansas City, MO
 Project Row Houses, Houston, TX

Revitalizing Existing Cultural Facilities

Abandoned historical school buildings, refurbished as cultural centers, emphasize multiculturalism, draw tourism, and leverage other improvements in an empty downtown neighborhood.

Benefits: Revitalization
Generates tourism
Leverages other development
Improves image
Draws businesses

Case Studies: Artists Collaborative, Dayton, OH
Social and Public Arts Resource Center, Los Angeles, CA

Artists Housing

Old buildings are rehabilitated to create affordable housing and work space for low-income artists selected because of their commitment to community action.

Benefits: Creates housing and commercial space
Spurs local revitalization

Case Studies: Artspace Projects, Inc., St. Paul, MN
One Artists Row, Chicago, IL
Portsmouth Community Development Group, Portsmouth, VA

INCOME-GENERATING INVESTMENTS

Festivals and Animation Efforts

Annual blues festivals, created by local community development corporations, draw thousands of people and have spawned a theme park, a living history village, and an arts center.

Benefits: Generates tourism
Improves image and builds a cohesive community

Case Studies: Cultural Collaborative Jamaica, Queens, NY
Mississippi Delta Blues fest, Greenville, MS
Spoleto Festival, Charleston, SC

Selling Arts and Crafts

Homeless shelters outfitted with art studios enable homeless and low-income people to create and sell artwork, generate Christmas cards or participate in an art loan program to local corporations.

Benefits: Creates jobs and revenue

Case Studies: Hospitality House, San Francisco, CA
Peoples Housing, Chicago, IL

PARTNERS' 2012 PORTFOLIO HIGHLIGHTS

SHIFTING SANDS

The Shifting Sands Initiative seeks to build common vision, create tolerance and respect, and boost economic prospects in rapidly changing underserved neighborhoods. To accomplish these goals, Partners and a group of national technical advisors worked with community-based arts organizations over a period of seven years to develop programs supporting social integration across race and class, upward economic mobility, neighborhood identity, civic engagement and community development.

Shifting Sands preview on pages 19-24.

FULCRUMS OF CHANGE

Partners for Livable Communities has found that traditional institutions already embedded in many communities—libraries, congregations, universities, community colleges, museums, zoos, medical centers, aquariums, botanic gardens, and arts and humanities agencies can take on new roles of social service and economic development. As such, they become new resources for a caring community, focusing on older adults, workforce readiness, livability, race relations, revitalized communities, youth needs, and healthy living. These “Fulcrums of Change” can play a dynamic role in providing leadership to address the next generation of civic problems.

Fulcrums of Change preview on pages 25-27

AGING IN PLACE

Since 2004, Partners for Livable Communities has collaborated with a number of organizations on these issues. Partners efforts include working with laboratory communities, designing a Community Engagement Manual for AARP, administering the Maturing of America survey, and writing “A Blueprint for Action: Developing Livable Communities for All Ages.” Armed with professional knowledge of the issues and local experience, Partners and its partner organization, the National Association of Area Agencies on Aging (n4a) have established themselves as organizations capable of guiding cities to create a more livable community for older adults.


Aging in Place preview on pages 30 - 32.




Shifting Sands

An excerpt from the *Shifting Sands* final report, available for download at www.livable.org.

Shifting Sands is testing out five assertions:



1 ***Arts and culture organizations can act as curators of neighborhood identity.***



2 ***Arts and culture organizations can encourage meaningful social integration.***

All neighborhoods have a unique personality, but when buildings are remodeled and new faces arrive, that character changes and past history is often forgotten. Through not only their programming, but their willingness to build multi-lateral relationships, arts and cultural organizations can help to broker and celebrate neighborhood identity and help communities adapt to change.

Cultural organizations routinely assemble people of diverse backgrounds at exhibits and other cultural events, but the interactions are fleeting. Shifting Sands groups intentionally set out to activate dialogue and bring about opportunities for disparate voices to be heard. Through participation in neighborhood associations, traditional community organizing, arts events and good community listening the groups are able to encourage common visions to emerge. Working together on community improvement, lasting relationships also emerge.

3 *Arts and culture organizations can help promote upward mobility for all people.*



4 *The creative methods of the artist can be applied to community development.*

5 *Arts and culture organizations can help all voices to have a say in the shaping of neighborhood change.*



Some cultural associations already promote their ethnically-rich neighborhoods to tourists. And some arts groups train youth for jobs in arts-based industries or help artisans market their wares. Many more arts and cultural institutions could undertake these and similar economic development initiatives. More than most groups, arts and cultural associations tend to be comfortable approaching people with financial means. Why not capitalize on those connections to create a number of economic opportunities for neighborhood residents? The Shifting Sands organizations go one step further and attempt to spread information and opportunities for dialogue so that economic development is informed and more likely to help 'all boats rise'.

The artist's mandate is to present that which is known in an original form. That same approach can be applied to help Shifting Sands' residents visualize new possibilities for their changing community. Artists also act to translate and share meaning, especially when divergent ideas abut. Competing development agendas provide opportunities for creative minds to generate compromises, and culture clash can inspire the creative energy needed to discover shared community assets.

In rapidly changing communities, civic engagement is difficult. However, a healthy community requires the voice of all of its residents. Local arts and cultural groups have a unique ability to create neutral space for different groups to openly express their concerns. They can become the voice for an underserved community in times of crisis and opportunity.

“ [Our] intention here was ... to provide residents, business owners and other stakeholders in the district with a rare opportunity to reflect both systematically and imaginatively on the possible, probable and preferred futures for the area over a longer time horizon than they might typically be accustomed to planning. ”

Shifting Sands

Hawai'i Arts Alliance and its community project: The ARTS at Marks Garage

The ARTS at Marks Garage is the key community project of the Hawai'i Arts Alliance. Located on the seam between historic Chinatown and the downtown Financial District, the area immediately surrounding Marks Garage has been gathering momentum as an arts and cultural district for Honolulu. This has led to increasing interest by a growing number of people and phenomenally rapid change. The primary Shifting Sands issue in the community is how to ensure that the businesses and residents that were in the neighborhood prior to the rise of the arts and culture district both 1) have a voice in the changes to their community; and 2) can benefit directly from those changes. This includes ensuring that neighborhood businesses are able to tap into the new arts and culture patrons and that neighborhood residents are able to participate in the new arts and cultural offerings in the community through a focus by arts organizations on expanding their audiences to reach traditionally underserved communities.

To address these goals, The ARTS at Marks Garage has developed a far-reaching strategy that includes the creation of a community organizer position to work full-time on building bridges and increasing awareness of the opportunities the organization's art space provides for dialogue with developers, civic leaders, artists, long-time residents, other community service organizations, etc. By incorporating the newer business interests with the older ones and helping to negotiate a new and fair process for the downtown/Chinatown re-identification, The ARTS is responding quickly and creatively to their community change. Examples of this include their "Bright Ideas Project," which provided an opportunity for people to win \$4,000 mini-grants for shifting sands-related project ideas, and the "Talk Any Kine Festival," which provided people who speak a range of different languages with a venue and a process for more easily involving themselves in the community planning dialogue with civic leaders.

—FoundFutures: Chinatown, Community Futures Initiative Report

arts, culture and neighborhood change arts/artistic expression as a tool for:
 engaging communities facing change **Equitable Development** moving from artistic expression
 to community action **Achieving Shared Vision** issues of identity

Shifting Sands



“ Since the 1800s,
 our corridor has been
 constantly churning.
 Change can be scary.
 But it can be positive,
 too, if managed with
 good community
 input.”

Shifting Sands

—Tamara Alvarado, Executive Director, MACLA



Movimiento de Arte Y Cultura Latino Americana (MACLA)

MACLA is located in Downtown San Jose’s William/Reed Corridor, an area known for stately Victorian homes and an influx of newcomers, largely from Mexico and Vietnam. The entire city is undergoing great change and this neighborhood is being squeezed by competing pressures from longtime residents, upscale development and new immigrants. The staff is multi-lingual and comfortable moving between and connecting these stakeholders. MACLA functions as a neutral space for community dialogue; a contemporary gallery space and performance venue; a Rosetta stone for people in the community who need to communicate; and a fulcrum and lever for the arts as a technique in community building. MACLA staff relates their philosophy, “Our approach . . . has been to translate our most highly developed competencies—our artistic practices—into community-building strategies. We have put to best use the characteristics of artists, such as the flexibility to adapt to changing situations and the resourcefulness to do a lot with a little. We have also taken advantage of the innate ability of art to transcend personal differences and translate experience into terms understood by all.”

MACLA works to establish a sense of neighborhood identity primarily through arts-based programs and community-wide events; empowering and engaging disenfranchised residents in neighborhood planning and development; performing focused advocacy training for Las Familias; and creating opportunities for people of different races and socio-economic classes to interact and develop an understanding of each other. MACLA’s empowerment strategy is based on the idea that a strong neighborhood identity that includes all those who live and/or work in the William/Reed Corridor will change the current power dynamic into a more balanced representation of the community. Using one of MACLA’s best assets, its ability to connect a diverse group of individuals and entities toward a common goal, it continues to develop a power base that serves the entire Corridor.

arts, culture and neighborhood change arts/artistic expression as a tool for:
 engaging communities facing change **Equitable Development** moving from artistic expression
 to community action **Achieving Shared Vision** issues of identity

Shifting Sands



Shifting Sands

“We’re not just
 a community development
 corporation
 — We emphasize Crops,
 environmental justice,
 and mural and arts
 projects to validate
 residents’ rural and ethnic roots.”

— Daniel Ross, Executive Director, Nuestras Raíces Community Gardens

Nuestras Raíces

As a unique model, the U.S. Department of Agriculture has taken note of this organization’s innovative move to connect people in the city of Mt. Holyoke, MA, made up largely of Puerto Ricans, with the nearby, reclaimed, riparian farm land. In just two years Nuestras Raíces’ farming business incubator, known as the Tierra de Oportunidades Project, has grown from a few acres to over two dozen. The organization relies on people’s nostalgia for agricultural heritage of distant Puerto Rico as a catalyst for connecting them with the larger community through the marketplace. In this manner of combining upward economic mobility and neighborhood identity efforts, social integration becomes a realizable goal as people come to participate in the novelty of ‘living off the land,’ cyclical agro-festivals and buying food through community sustained agriculture, farmers markets and commercial food supply. In addition to this newer effort, Nuestras Raíces continues to connect young and old through community gardening projects in its downtown Holyoke community.

arts, culture and neighborhood change arts/artistic expression as a tool for:
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Shifting Sands



Shifting Sands



“ Our interest is not just in affordable housing.

It’s also to create opportunities for artists to live here.

Diversity allows people to grow, through each other.”

—Rick Lowe, Founder, Project Row Houses



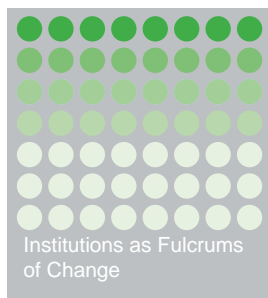
Project Row Houses (PRH)

Houston’s Third Ward has the power to juxtapose the humble shotgun house with contemporary loft housing and mansions in a small geographic area. After a long spell of blight and civic neglect in terms of resources, the area is being reconsidered as an attractive and close-to-downtown residential alternative. Project Row Houses responded to the threat to affordable housing by forming a CDC and leveraging the purchase of land to forestall rampant speculation. PRH then positioned itself as a trustworthy advocate for disenfranchised residents and a savvy player in the development community by both including residents in its culture and arts scheme and building effective partnerships with outside players.

PRH’s work includes a K-12 arts enrichment and education program; a number of opportunities for artists to participate in it’s innovative contemporary arts spaces; and a Young Mother’s Residency Program to help young women earning low-incomes bolster their efforts to get better education and employment and to help support their best parenting in a holistic manner.

arts, culture and neighborhood change arts/artistic expression as a tool for:
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Shifting Sands



Institutions as Fulcrums of Change

An excerpt from the publication "Institutions as Fulcrums of Change." To request a copy, email bmcnulty@livable.org.

NEW ROLES FOR TRADITIONAL INSTITUTIONS

Partners for Livable Communities has found that traditional institutions already embedded in many communities—libraries, congregations, universities, community colleges, museums, zoos, medical centers, aquariums, botanic gardens, and arts and humanities agencies can take on new roles of social service and economic development. As such, they become new resources for a caring community, focusing on older adults, workforce readiness, livability, race relations, revitalized communities, youth needs, and healthy living. These “Fulcrums of Change” can play a dynamic role in providing leadership to address the next generation of civic problems.

There are many institutions with a long history of community involvement and action in social concerns. However, they often approach “outreach” from a more removed point of view. When a traditional institution forges new community links, changes need to be made on multiple levels. Not only does the content of programs change, but organizations must adapt in structure and learn a new language of community development outside of their traditional field. This process can be difficult and often takes several years to be fully integrated into all levels of the institution. Nevertheless, these reinventions result in benefits for both the institution and the community.

Additionally, these institutions often have to come to terms with the fact that they are anchors in the physical setting as well, providing public space, vibrant architecture, green space, and cultural and historical context for observers. Yet, many institutions lack connection between their programming and their space, and may not be sensitive to the unique needs of populations such as the elderly, youth, families, or immigrants.

The *Institutions as Fulcrums of Change* program seeks to instigate and mediate changes in the philosophy and programming of institutions to help them become more effective in developing social and economic development agendas within their community. Neighborhood-based activities can be a major economic force in many communities, and can have a profound impact on the lives of local residents. Local institutions, as intermediaries of economic and social development, must take their rightful place as important elements in the future of American cities, suburbs and regions.

Communities in Transition

Two stories are told about communities today. One involves growth, revitalization, and prosperity; the other, poverty, despair, and decline. Even in communities with perceived general success, significant disparities often exist among different geographical areas and different age and social groups. Some of these disparities relate to the long-standing social and economic conditions of minorities and low-income populations. There are signs that inequality is increasing across the nation.

Children and the aging population should be urgent domestic concerns. Closely related and not far behind are the enduring challenges created by the nation's multiracial and multicultural society and the long-standing but seemingly receding objective of adequate and affordable housing in decent neighborhoods for all Americans.

The reasons to be concerned about these matters are well-reported. In America today, too many children are at risk—they live in poverty and pay a lifelong price for poor medical care and inadequate nutrition in their developing years. They live in families under strain and they are focused on playing a game of educational catch-up that most cannot win.

Simultaneously, at the other end of life's journey, too many older citizens cannot find or pay for satisfactory health care, face long terms of physically and mentally debilitating isolation for lack of close friends and relatives, and can expect their final years to be dominated by the impact of dislocation from familiar surroundings.

Race and ethnicity are also often barriers to full incorporation to mainstream society. On average, minorities young and old are likely to face the most severe problems and to have the least promising future. In addition, widespread segregation of residential areas makes it likely that disadvantaged individuals will live in problem neighborhoods.

Additionally, health, wellness, and active living are often absent from our communities. With already high, and increasingly rising, obesity rates, many people lack the daily activity and nutrition necessary for healthy living. Last, the suburbs are changing. As they become more culturally and economically diverse, suburbs are facing the same problems that plagued cities forty years ago—poverty, racial clashes, and housing problems, among others.

Although the last decade was perceived to be one of national growth and prosperity, solid evidence indicates that poverty has become more persistent, highly concentrated and unequally shouldered by minorities in many of America's communities.

KEY “COMMUNITIES IN TRANSITION” ISSUES

- Aging in Place
- The Changing Workforce
- Livable Suburbs: Placemaking for Healthy Communities
- Multiculturalism: Building Bridges for Understanding and Cooperation
- Neighborhood Reinvestment
- Creative City: Downtown Alive
- Youth & Families
- Wellness

FULCRUMS OF CHANGE INSTITUTIONS

- Community Arts Organizations
- Educational Institutions
- Libraries
- Museums
- Medical Centers
- Zoos, Aquariums, Botanic Gardens & Arboretums
- Parks and Recreation Departments
- Congregations/Faith-Based Organizations
- Public Markets
- Community Foundations
- Community Gardens

OUTCOMES

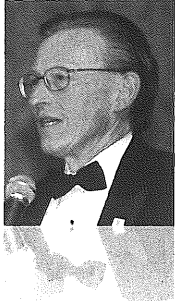
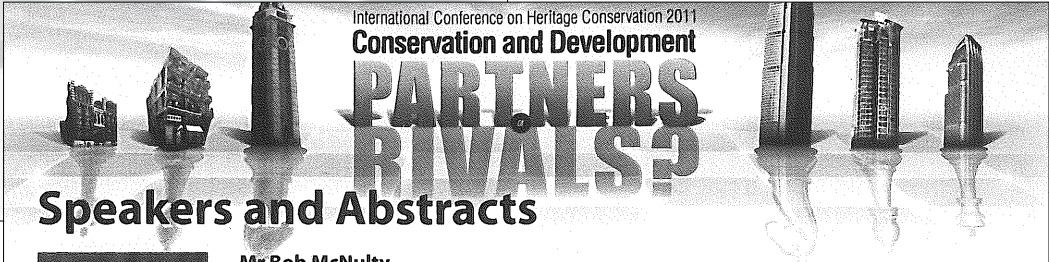
Partners believes that the [The Communities in Transition: Institutions of Fulcrums of Change](#) program will have the following direct positive outcomes on the specific institutions and the surrounding communities. These outcomes do not include the more specific short-term and long-term benefits that relate directly to the focus of each issue.

- Institutions will re-examine their mission and goals and learn how to expand them to be more engaged in their surrounding community and more responsive to their community's needs.
- Institutions will increase their relevancy in the community and thus increase their presence and usage in the community.
- Institutions will have new opportunities for funding and partnerships with diverse organizations.
- Institutions will be more equipped to create future similar programs around different issues.
- Institutions will serve as a national model and will increase awareness about themselves and their programs in a national arena.
- Communities will have a new resource for alleviating problems and bringing in new opportunities.
- Communities will be more educated about existing resources in the community and how to take advantage of them.
- Communities will have a model for institutional involvement that they can take to other types of institutions in the community.



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Commissioner for Heritage's Office
Development Bureau

2011文物保育國際研討會 International Conference on Heritage Conservation 2011 Conservation and Development



Mr Bob McNulty
CEO of Partners for Livable Communities

For over 30 years, Robert McNulty has dedicated his skills to civic invention, arts and creativity, and agendas of social inclusion to benefit America's communities. A coalition builder par excellence, he formed Partners for Livable Communities in 1975, the first organization of its type in American history.

McNulty is widely traveled, having engaged in projects or offered counsel in over 300 communities in America, in addition to extensive foreign travel including some 100 international destinations.

An accomplished public speaker, he has addressed numerous national, regional and local groups, including the U.S. Conference of Mayors, the National League of Cities, the Aspen Institute, and the Memphis Jobs Conference.

ABSTRACT

Historic Preservation: Sustaining Communities

My remarks are informed by my background, beginning in the late 1960s when I worked within the department of archaeology at Colonial Williamsburg, and later assisted Daniel Boorstin at the Smithsonian. I went on to the NEA's Architecture and Design Program, directing a granting program on historic preservation and neighborhood conservation, preserving unique building types such as railroad stations and city halls, and emphasizing the importance of mixed/adaptive use of historic structures for public building needs. I later served as the acting director of a graduate program in historic preservation at Columbia University and was a Loeb Fellow at Harvard and an undergraduate instructor at Yale, teaching courses on preservation and conservation of the built environment and landscape.

Asian countries brace for their date with demographic destiny

By ALAN WHEATLEY, from *Bangkok Post* on April 18, 2011
 Photo credit: AFP

If demography is destiny, as the French philosopher Auguste Comte put it, then Asia faces daunting challenges in the coming decades.

Markets understandably track the rate and composition of gross domestic product to gauge short-term economic shifts.

But it is changes to the underlying productive capacity of an economy that count in the long run. Swing factors include openness to outside capital and ideas as well as the quality of education and governance.

Another is the impact of population trends on the supply of labour and on savings and investment rates. Witness North Africa and the Middle East. One reason behind the turmoil engulfing the region is the failure of governments to address a youth bulge, spawning large cohorts of angry, unemployed young men.

With the notable exception of India, most Asian countries have the opposite problem. The region is growing old, as harrowingly illustrated by the March 11 earthquake in northeast Japan.

Many elderly are among the 27,000 dead or missing in the double disaster. So are many of the survivors: the populations of many of the shattered coastal towns have been declining for years as the young have moved to big cities to find work.

How Japan helps the survivors to rebuild their lives may be a big first step toward finding out how to tackle the issue of an ageing society with a low birth rate, Chief Cabinet Secretary Yukio Edano told Reuters.

POLITICS OF AGEING

The rest of the world will be paying heed. Japan is the fastest-ageing nation, but others are catching up.

By 2030, the share of the population aged over 60 in Japan will have grown to 37 percent from 30 percent last year. Germany and Italy will be just behind on 36 percent.

Read more: <http://in.reuters.com/>



Aging in Place

In 1989 when looking ahead to the inevitable demographic changes in American communities, Partners first identified Aging in Place as a key issue. Today, Partners has more than 20 years of experience, most of it as a voice in the wilderness, asserting that Aging in Place is a livability issue which should move out of the special interest arena and onto the broader civic life agenda. Rethinking built and social environments that create a community more livable for people of all ages is a process relevant and beneficial to every resident.

Redefining the older adult as an asset

The world population is aging rapidly. At the start of the 21st century, the world population included about 600 million older adults (age 60 and older), triple the number of 30 years earlier. By 2050 that number will triple again to 2 billion. Such profound change brings with it both challenges and opportunities. The most common vision on how to approach these growing numbers has been a focus on the challenges—primarily in costs of health care, social services, and pensions—along with the barriers to important local reform efforts, such as those in education and environmental improvements. The results of those conversations lead to the common perception of older adults as a drain on local economies and a “problem” in communities. What will we do with all *those* people?

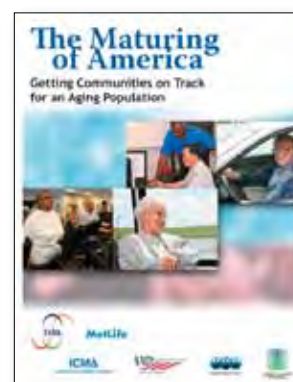
These dramatic improvements for older Americans and their communities have created both new challenges and new opportunities. Older Americans are generally healthier, wealthier, and better educated than their age cohorts of previous generations. Communities that can capitalize on the diverse assets of older adults may find ways to stabilize the costs of governing and providing services, create new opportunities for economic growth, and provide a better quality of life for residents of all ages. At the same time, the aging of the population will call for continued innovations in areas traditionally associated with aging, such as health care and supportive services.

Challenges—increase demands for new and different forms of:

- Housing
- Transportation
- Health care
- Public safety
- Employment

Opportunities—new resources for:

- Economic growth
- Arts & cultural activities
- Civic engagement
- Lifelong learning centers



Free publications and resources available at www.livable.org.

Since 1989, Partners for Livable Communities has recognized that the growth of the older adult population is central to urban planning and community development and has championed Aging in Place for nearly two decades. This demographic explosion, coupled with the lifestyle realities and choices that older adults and the retiring baby boomers are making, is not only creating increased demands for traditional aging support services, but is placing new pressures on local governments to provide a broad range of new services and infrastructure. While satisfying the needs of an aging population will have a positive impact on the quality of life of older Americans, it will also have a positive effect on a community's population at large.

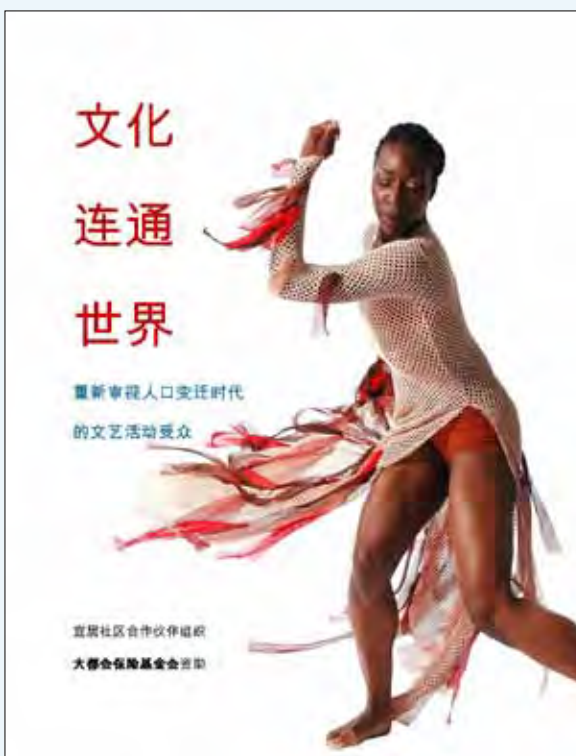
There are many factors that play into the success of an “ageless” community. While grassroots campaigns are critical, local leadership and key community stakeholders can produce policy changes more easily. Powerful figureheads who endorse an issue usually increase public awareness and raise legitimacy, resulting in increased services and funding.

Partners has extended the conversation on Aging in Place into a wide variety of fields and topics and has created a set of values for planning for the aging population that extends beyond the traditional issues of health care, retirement communities and social security.

When residents can age in place, everybody benefits

Although most residents want to age in place, they confront many barriers to remaining active and engaged in their communities. The following barriers are common:

- Lack of affordable and appropriate housing options
- Few opportunities for walking, bicycling, or other forms of physical activity, making it



Culture Connects All: Rethinking Audiences in Times of Demographic Change

Download the Simplified Chinese translation at:
www.livable.org

Culture Connects All, a benchmark report by Partners for Livable communities funded by MetLife Foundation, offers new audience-building opportunities for arts and cultural organizations to engage two of America's fastest growing populations: immigrant and older adult populations.

The 2010 census confirms what many have observed over the past decade—the population is growing older, and in many areas more diverse. And this change is happening across the face of the nation. Two rapidly expanding population groups present a timely opportunity for communities and their arts and cultural institutions to rethink and retool their outreach.

- more difficult to remain healthy and engaged
- Inadequate mobility options
- Limited information about available health and supportive services in their community
- Concerns about the safety and security of the community
- Limited opportunities for meaningful, challenging volunteer service

Most obstacles to aging independently in one's community spring from a host of factors that cut across traditional disciplines and agency responsibilities. Community design that makes it difficult to walk and bicycle, for example, may factor into an older adult's increased isolation, which in turn may lead to worsening health. A lack of affordable housing options may force an individual into institutionalized care, adding to unnecessarily high health care costs.

These challenges to Aging in Place are community-wide concerns that affect residents of all ages and abilities. Many of the strategies that benefit older adults can also benefit many others in the community. Local leaders often can advance aging-in-place priorities simply by adding a perspective on aging to plans, programs, and policies that are existing or under development.

Communities of all shapes and sizes—big cities and counties, medium-size cities, small towns, rural townships, rural counties, suburban bedroom communities, and edge cities—are implementing creative solutions to meet the challenges of a maturing America. Local leaders can and do play many different roles, including the following:

- Convening stakeholders from diverse fields and encouraging collaboration
- Identifying opportunities to integrate aging-in-place issues with existing plans, programs, and initiatives
- Empowering staff to support and adopt innovative strategies to advance Aging in Place
- Identifying sustainable funding streams from private and public sources to support community-wide collaborations
- Encouraging public support for creative new approaches that will enable the community to remain livable for all residents
- Providing a forum for older adults to share their concerns, needs, and talents

Partners' Aging in Place Technical Assistance is tailored to:

- Local, county and state government planning agencies
- Legislative advisory bodies on zoning, population, planning and development
- Municipal and county executives
- Regional aging agencies
- Community development councils

For further information on Technical Assistance Programs that can improve the livability of your community, contact bmcnulty@livable.org.





**Asia-Pacific Economic Cooperation
Health Working Group**

**An Interactive Policy Dialogue on Aging, Health and Innovation:
*Turning Ideas into Action, Taking Results from DC to San Francisco***

September 15, 2011

Westin St. Francis
Victor's, 32nd Floor
355 Powell Street
San Francisco, CA 94102

AGENDA

1:40 – 2:15 p.m.

**Aging Baby Boomers Usher in the Nexus of Aging and Diversity:
Experiences and Lessons from the United States**

New models for longevity brought on by the aging Baby Boomer wave

Fernando Torres-Gil, Ph.D., Director for the Center of Policy Research on Aging,
University of California at Los Angeles (UCLA) and AARP Board Member

2:15 – 3:20 p.m.

Panel 3: *Lessons from the "Aging End" of the Aging Population Timeline*

Moderator: Michael Hodin, Executive Director, Global Coalition on Aging and
Adjunct Senior Fellow, Council on Foreign Relations

Gary Jacobs, Senior Vice President, Corporate Development, Universal American

Robert McNulty, Founder and President, Partners for Livable Communities

Tom Miller, President and CEO, International Executive Service Corps

Professor Yingwei Wang, Associate Professor, Tzu Chi University, Chinese Taipei

China's One-Child Plan Faces New Fire

Census Shows Slowing Growth as Population Ages, Giving Critics Ammunition

By JEREMY PAGE, from *The Wall Street Journal* on April 29, 2011

Photo credit: Reuters

BEIJING—China's latest census shows the nation's population is aging rapidly and its growth rate has declined sharply, raising new questions about the government's unwillingness to abandon its controversial one-child policy despite warnings of a looming demographic crunch.

When the Chinese government launched the world's biggest demographic experiment in 1980, it said it would take about 30 years to tame the nation's explosive population growth once encouraged by Chairman Mao Zedong.

China appears to have achieved that goal: Initial census results released Thursday show China's population, the world's largest, rose to 1.34 billion as of last year, from 1.27 billion in 2000. That puts average annual growth at 0.57% over the decade, down from 1.07% in 1990-2000.

The census, conducted last year, also shows that people over the age of 60 now account for 13.3% of China's population, compared to 10.3% in 2000. And the reserve of future workers has dwindled: People under 14 now make up 16.6% of the population, down from 23% 10 years ago.

read more: <http://online.wsj.com>



PARTNERS' RESOURCES

Since its founding in 1977, Partners for Livable Communities 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. To become a livable community, local leaders need information, examples and models, training, and guidance. **Livability Central** refers to the resources the support Partners' work. Livability Central fills a valuable role by providing invaluable networks, data, publications, recognition, and technical assistance on improving the quality of life in communities across America.

This section spotlights Livability Central's networks and resources that have developed over the last three decades.

1. LEADERSHIP NETWORK



Mr. William K. Reilly
Senior Advisor to TPG Capital, L.P. and
Former Administrator of the US
Environmental Protection Agency
San Francisco, CA



Mr. Richard C.D. Fleming
President & CEO of the St. Louis
Regional Chamber & Growth
Association
St. Louis, MO



Mr. Neal R. Peirce
Syndicated Columnist
Washington, DC



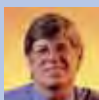
The Hon. Parris N. Glendening
President of Smart Growth
Leadership Institute and Former
Governor of the State of Maryland
Annapolis, MD



The Hon. Glenda Hood
Former Florida Secretary of State
and Former Mayor of Orlando
Orlando, FL



Mr. William A. Johnson, Jr.
Professor at Rochester Institute of
Technology and Former Mayor of
Rochester
Rochester, NY



Mr. Peter Harkness
Editor and Publisher of *Governing*
Magazine
Washington, DC

Since its founding in 1977, Partners for Livable **Places**, now **Communities** (as of 1992) has had a unique ability for continuity and an ongoing pleasure of association with its Board of Trustees. Partners' Board leadership has anchored this small, nonprofit without an endowment and no reserve fund, to continue its good work, stay on a strong path, and be consistent in its philosophy over these 30 years.



Members of the Board of Directors and staff of Partners for Livable Places following a reception in the Smithsonian Institution's Renwick Gallery in Washington, D.C. in May 1978. The event marked the conclusion of Partners' First Annual Meeting and a day-long symposium with business leaders and federal officials in which they discussed community revitalization initiatives.

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Angela Blackwell, President, PolicyLink • **M.J. Brodie**, President, Baltimore Development Corporation • **Paul Brophy**, Principal, Brophy and Reilly LLC • **Paul Cobb**, Founder, OCCUR • **Michael Curran**, President and CEO, The Enterprise Social Investment Corporation • **Bruce Dowling**, President, America the Beautiful Fund • **Jose Garza**, President, LULAC National Housing Commission • **Ronald Grzywinski**, Chairman, Shorebank Corporation • **Gloria Guerrero**, President and CEO, Rural Development and Finance Corporation • **LaDonna Harris**, President, Americans for Indian Opportunity • **Gregory King**, Founder, Renaissance Newark • **William Linder**, Founder and CEO, New Community Corporation • **Weiming Lu**, Executive Director, Lowertown Redevelopment Corporation • **Richard Martinez**, Director, National Hispanic Housing Coalition • **William Strickland**, President and CEO, Manchester Bidwell Corporation • **Deborah Szekely**, Chair, Eureka Communities • **Carlisle Towery**, President, Greater Jamaica Development Corporation • **Mary Widener**, President, Neighborhood Housing Services of America • **Arthur Ziegler**, President, Pittsburgh History and Landmarks Foundation

Design, Architecture, & Planning

Michael Ainslie, President, National Trust for Historic Preservation • **Walter Arensberg**, Director, Environmental Planning & Management, International Institute for Environment & Development • **Tersh Boasberg**, Founder, Preservation Action • **Roberto Brambilla**, Roberto Brambilla Associates • **Ronald Lee Fleming**, President, Townscape Institute • **John Gaillard**, American Institute of Architects • **Milton Glaser**, President, Milton Glaser, Inc. • **Cheryl Handler**, CEO, PACE, Inc. • **John Hirten**, American Institute of Planners • **Susan Keig**, Designer • **Fred Kent**, President, Project for Public Spaces • **Russell Keune**, Vice President, American Institute of Architects • **Nellie Longworth**, Executive Director, Preservation Action • **Harold Malt**, President, Center for Design Planning • **Michael Pittas**, Director of Architecture and Planning Programs, National Endowment for the Arts • **James Polshek**, Architect, Polshek and Partners • **David Schwarz**, Architect, Architectural Services, Inc. • **Tyler Smith**, Architect, Smith Edward Architects

Communications

Wilbur Garrett, Editor, National Geographic Magazine • **Brendan Gill**, Editor and Drama Critic, The New Yorker Magazine • **Adam Gordon**, Chair, Board of Directors, The Next American City Magazine • **Peter Harkness**, Editor and Publisher, Governing Magazine • **David Macaulay**, Author and Illustrator • **Neal Peirce**, Syndicated Columnist, Citistates • **James Seymore**, Editor, Entertainment Weekly

Culture

Edward Able, President and CEO, American Association of Museums • **Charles Ansbacher**, Chairman, Colorado Council for the Arts and Humanities • **Nancy Bush**, Vice President, American Council for the Arts • **Jack Duncan**, Duncan & Associates • **Patricia Jones**, President, Arts Initiatives • **Susan Henshaw Jones**, President, Museum of the City of New York • **Fred Lazarus**, President, Maryland Institute College of Art • **Lawrence Reger**, President, Heritage Preservation • **Kathy Dwyer Southern**, President and CEO, National Children's Museum • **Lois Weisberg**, Commissioner, Department of Cultural Affairs, City of Chicago • **Margot Wellington**, Executive Director, Municipal Art Society of New York

Philanthropy

Peter Beard, Fannie Mae Foundation • **Feather Houstoun**, President, William Penn Foundation • **Harriet Ivey**, President and CEO, Nina Mason Pulliam Charitable Trust • **Richard Killingsworth**, President, The Harvest Foundation • **Janice Kreamer**, President, Greater Kansas City Community Foundation and Affiliated Trust • **June Larkin**, Chairman, Edward John Noble Foundation, Inc. • **Ellen Lazar**, Senior Vice President, Fannie Mae Foundation • **Alfred Wishart**, President and CEO, The Pittsburgh Foundation • **Kent Zimmerman**, President & CEO, Wallace House Foundation

Non-profit/Association Leader

Geoffrey Anderson, President and CEO, Smart Growth America • **Gordon Binder**, Senior Fellow, World Wildlife Fund • **Jeff Cook**, President, The Environmental Careers Organization, Inc. • **Deborah Craig**, President, YouthNet of Greater Kansas City • **Aase Erksen**, Director, Education Futures, Inc. • **Mick Fleming**, President, American Chamber of Commerce Executives • **Rusty Flinton**, President, Hollywood Revitalization Committee • **Charles Gould**, President and CEO, Volunteers of America • **Jodi Grant**, Executive Director, Afterschool Alliance • **Alan Green**, Vice President, Academy for Educational Development • **William Hansell**, Executive Director, International City/County Management Association • **Huey Johnson**, Founder, Trust for Public Land • **Mosi Kitwana**, Director, Research and Development, International City/County Management Association • **Laura Loyacano**, National Conference of State Legislatures • **Robert Maffin**, Director, National Association of Housing and Redevelopment Officials • **Albert Massoni**, Massoni Associates • **Robert McNulty**, President, Partners for Livable Communities • **Marsha Middleton**, Social Policy Specialist, League of Women Voters • **Glenn Paulson**, Senior Vice President, National Audubon Society • **Ronald Rumbaugh**, Executive Vice President, Urban Land Institute • **Frank Spink**, Vice President, Urban Land Institute • **Peter Stein**, Partner, The Lyme Timber Company • **Cathy Underhill**, National Conference of State Legislatures

Civic Leaders

Leopold Adler, Founder and President, Savannah Landmark Rehabilitation Project • **Marjorie Bride**, Vice President, Odyssey Unlimited • **William Burke**, Founder and President, City of Los

Angeles Marathon • **E. Pope Coleman**, Founder, Hillside Trust of Cincinnati, Ohio • **Joan Kent Dillon**, President's Committee on the Arts and Humanities • **Danah Fayman**, Founder, Partners for Livable San Diego • **Charles Horsky**, Senior Partner, Covington and Burling • **Kristi Jernigan**, Co-Founder, Memphis Red Birds • **Joanne Johnson**, Chair, George Mason Fund for the Arts, George Mason University • **Lewis Manilow**, President, Nathan Manilow Foundation • **Sylvia McLaughlin**, Founder, Save the San Francisco Bay Association • **Susan Samuels**, National Museum of African Art Commission, Smithsonian Institution • **Paul Sittenfeld**, Senior Vice President, Gradison & Company • **Denie Weil**, President of the Board, Arena Stage

Academic/Policy/Research

Richard Babcock, Partner, Ross Hardies O'Keefe Babcock and Parsons • **Harvey Perloff**, Urban Innovations Group, University of California, Los Angeles • **Bill Purcell**, Director, The Institute of Politics at Harvard University • **Ann Satterthwaite**, Planning Consultant • **Henry Webber**, Executive Vice Chancellor for Administration, Washington University • **Gary Winkel**, Professor, Environmental Psychology, Center for Human Environments, New York University

International

Gene DePrez, Chief Innovation Officer, CreativeSheffield - City Development Company • **Piero Gastaldo**, Secretary General, Campagna di San Paolo, Torino, Italy • **Jacques Moulinier**, Vice Mayor, Lyon, France • **Mauricio Obrgeon**, Colombian Ambassador-at-Large, Caribbean • **Des Power**, Chairman, Queensland Events Corporation, Australia • **Michel Rivoire**, Directeur de Cabinet du President, Rhone, Alpes region, France • **Marie-France Schurmann**, Public Relations Officer, Geneva, Switzerland

"It's easy to talk about change but something else to achieve results. Partners has the know-how to make a real difference and has proven to be an invaluable asset in our efforts to revitalize communities."

—Catherine Bessant, Chief Marketing Officer, Bank Of America

2. INFORMATION NETWORK: BEST PRACTICES, WEBSITES AND PUBLICATIONS

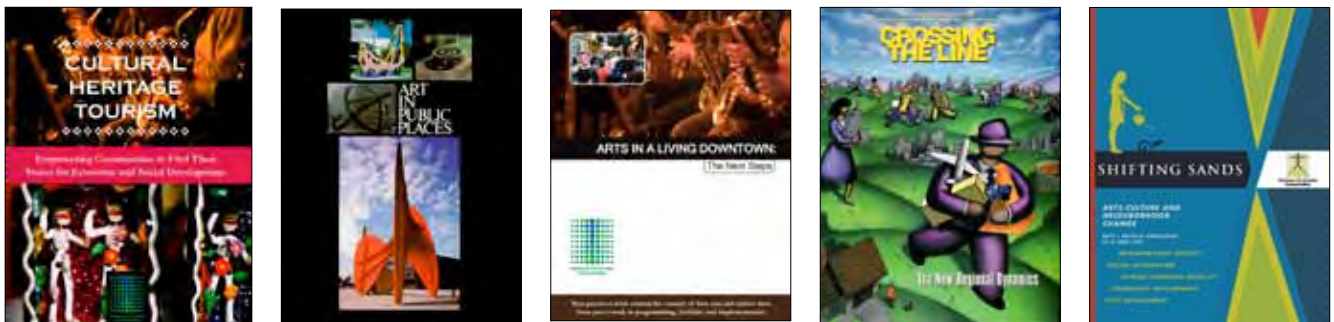
Best Practices in Livability

The National Resource Center has amassed an impressive clearinghouse with thousands of files on innovative solutions and best practices, including an in-house automated information system, specialized resources accumulated under Partners' Economics of Amenity and Shaping Growth in American Communities programs, and detailed information on Partners' network of 1,200 organizations.

Case studies of best practices are arranged by subject category to provide quick access to information. Particularly useful is the search function for case studies by the type of "partners" engaged in the activity, including non-traditional service providers. For example, some public libraries are augmenting their role by providing day care services to their communities.

As it exists today, the clearinghouse has a continuous flow of users from all states and from abroad. The users range from developers studying topics such as adaptive reuse to civic groups seeking new ideas and creative solutions to problems.

Partners proposes to transform the clearinghouse into a free, worldwide service available to researchers, civic leaders, and the public at large. Centered on a database of quality-controlled information, Partners is ready to provide: case examples; bibliographic references of relevant studies, books, and periodicals; technical experts; and other online services to users.



Partners' publications available through www.livable.org

Partners' Websites

Livable.org—Partners' principle website, relaunched in March 2010, includes information on the organization and material regarding ongoing programs, technical assistance, and events. There is an extensive clearinghouse of resources with reports, best practices, and media.

Cultureshapescommunity.org—This is web home of “Shifting Sands – Art, Culture and Neighborhood Change.” Culture Shapes Community is an initiative funded by the Ford Foundation and managed by Partners for Livable Communities. This initiative recognizes neighborhood-based arts & cultural organizations as unique stakeholders in low income neighborhoods experiencing economic and demographic shifts.

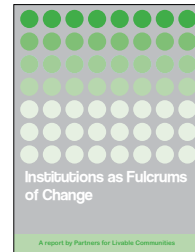
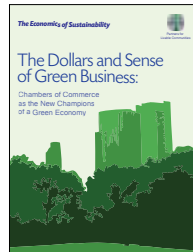
Aginginplaceinitiative.org—The web home of Partners' Aging in Place Initiative has resources, publications and best practices from collaborative work with the National Association of Area Agencies on Aging. It is a resource to help America's communities prepare for the aging of their population and to become places that are good to grow up, live in and grow old.



Partners' Books and Free Downloads

For more than 30 years, Partners has published articles and books on public policy, economic development, cultural policy, and public/private cooperation. Many of Partners' best-known titles are available for purchase or free download through our website, www.livable.org.

Sample of Free Downloads



- *Culture Connects All: Rethinking Audiences in Times of Demographic Change*
- *A Blueprint for Action: Developing a Livable Community for All Ages*
- *The Dollars and Sense of Green Business: Chambers of Commerce as the New Champions of a Green Economy*
- *Fulcrums of Change Best Practices*
- *Enterprise at Home for Progress at Large: The Economics of Sustainability Report*
- *Building Partnerships: Creating a Livable Chattanooga for all Ages*
- *Engaging Older Adults Through Arts and Culture: Developing a Livable Chicago for All Ages*
- *The MetLife Report on Aging in Place 2.0: Rethinking Solutions to the Home Care Challenge*
- *Compendium of Community Aging Initiatives*



Economics of Amenity

Drawing upon the experience of cities throughout North America, this book is the bible of "Can you take quality of life to the bank?" It describes how communities are using amenity assets—the arts, cultural resources, local history and heritage, quality design, and natural and scenic resources—to stimulate business investments, develop tourism, foster civic pride and increase and retain economic growth.

Authors: Partners for Livable Communities, Robert McNulty, Dorothy Jacobson, Leo Penne, 1985, 156 pages (\$15)



The Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Arts, and Culture

Written by Tom Borrup with Partners, this book features best practices and technical assistance how-to's on using culture as a fundamental tool for transformative community development. The book is a tool of broad scope covering topics such as: asset mapping, funding and policy, effective partnerships, assessment and evaluation.

Published by Fieldstone Alliance, Saint Paul, MN, 2006, 261 pages (\$25)

WHERE PARTNERS HAS WORKED

Cities

Alabama	Colorado Springs	Indianapolis	Grand Rapids	Greensboro	Texas
Birmingham	Denver	Jeffersonville	Jackson	High Point	Dallas
Mobile	Pueblo	Madison	Kalamazoo	Wilson	Fort Worth
Tuscaloosa	Steamboat Springs	Noblesville	Marquette	Winston-Salem	Galveston
Arizona	Connecticut	Portland	Saginaw	Ohio	Houston
Phoenix	Danbury	Richmond	Traverse City	Cleveland	San Antonio
Scottsdale	Hartford	Terre Haute	Minnesota	Cincinnati	Utah
Tucson	New Britain	Kansas	Minneapolis	Columbus	East Valley
Arkansas	Delaware	Kansas City	St. Paul	Dayton	Park City
Fayetteville	Wilmington	Wichita	Mississippi	Oxford	Salt Lake City
Helena	District of Columbia	Kentucky	Friar's Point	Springfield	Vermont
Little Rock	Florida	Ashland	Greenville	Toledo	Burlington
Northwest Arkansas	Clearwater	Lexington	Missouri	Youngstown	Virginia
Coalition	Ft. Walton Beach	Louisville	Kansas City	Oklahoma	Alexandria
Pine Bluff	Gainesville	Louisiana	St. Louis	Oklahoma City	Fairfax City
California	Jacksonville	New Orleans	New Jersey	Tulsa	Hampton
Brea	Miami	Maine	Camden	Oregon	Newport News
Carlsbad	Orlando	Lewiston	Newark	Eugene	Norfolk
Chula Vista	Pensacola	Portland	Paterson	Portland	Reston
Escondido	St. Petersburg	Maryland	Princeton	Pennsylvania	Richmond
Fontana	Sarasota	Annapolis	Trenton	Easton	Roanoke
Glendale	Tampa	Baltimore	Weehawken	Philadelphia	Washington
Hayward	Georgia	Columbia	New Mexico	Pittsburgh	Seattle
Los Angeles	Atlanta	Frederick	Albuquerque	Scranton	Tacoma
Mendocino	Macon	Rockville	Hobbs	Wilkes-Barre	West Virginia
Oakland	Savannah	Salisbury	Las Cruces	Puerto Rico	Huntington
Pasadena	Hawaii	Massachusetts	Santa Fe	Manate	Shepardstown
Riverside	Honolulu	Boston	New York	San Juan	Wisconsin
Sacramento	Illinois	Fall River	Albany	Rhode Island	Milwaukee
San Diego	Chicago	Lowell	Buffalo	Providence	Wyoming
San Francisco	Indiana	New Bedford	Newbury	South Carolina	Cheyenne
San Jose	Bloomington	North Adams	New York City	Charleston	Jackson Hole
Santa Barbara	Columbus	Salem	Rochester	Columbia	
Stockton	East Chicago	Springfield	Suffern	Myrtle Beach	
Ventura	Elkhart	Michigan	North Carolina	Tennessee	
Walnut Creek	Fort Wayne	Battle Creek	Asheville	Chattanooga	
Woodlake	Gary	Cooper Harbor	Chapel Hill	Greeneville	
Colorado	Greencastle	East Lansing	Charlotte	Knoxville	
		Flint	Fayetteville	Memphis	

Counties and Regions

Maricopa County, AZ
Contra Costa County, CA
Napa Valley, CA
Orange County, CA
San Bernardino County, CA
Dade County, FL
Orange County, FL
Pinellas County, FL
Walton County, FL
DeKalb County, GA
Fulton County, GA
Cook County, IL
Marion County, IN
Kansas City, KS
Jefferson County, KY
Pike County, KY
Howard County, MD
Prince George's County, MD
Dona Anna County, NM
Middlesex County, NJ
Somerset County, NJ
Monroe County, NY
Westchester County, NY
Forsythe County, NC
Triad Region, NC
Green County, TN
Mid-South/Greater Memphis, TN
Shelby County, TN
Arlington County, VA
Piedmont Environmental Council, VA

States

Arizona
Arkansas
California
Florida
Illinois
Indiana
Iowa
Kentucky
Maine
Maryland
Massachusetts
Minnesota
New Jersey
New Mexico
North Carolina
South Carolina
Tennessee
Virginia
West Virginia
Wyoming

International

Europe

United Kingdom

Birmingham
Bristol
Durham
Halifax
Leeds
Liverpool
London
Manchester

France

Bordeaux
Lille
Lyon

Germany

Dortmund
Bremen

Italy

Bologna
Sorrento
Turino

Poland

Krakow
Warsaw

Switzerland

Geneva

Spain

Seville

Sweden

Helsingborg

Asia

Taipei, Taiwan
Peoples Republic of China
Singapore
Djakarta, Indonesia
Katmandu Valley, Nepal

The Americas

Brazil

Rio de Janeiro
Sao Paulo

Canada

Calgary
Edmonton
Montreal
Sault Ste. Marie

Toronto

Vancouver

Winnipeg

St. Lucia

Dominica

Bonaire

British Virgin Islands

Caracas, Venezuela

St. Eustatius

Africa

South Africa

Durban

Capetown

Johannesburg

Australia

Adelaide

Brisbane

Doncaster & Templestowe

Ipswich

Knox

Melbourne

Newcastle

Perth

Townsville

Sydney

Waneroo

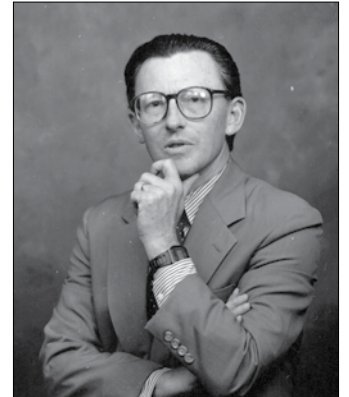
State of Queensland

APPENDIX

ROBERT MCNULTY: SPEAKER, FACILITATOR, CONSULTANT & AUTHOR

Robert McNulty, president of Partners for Livable Communities, has for 30 years been ahead of his time in innovating development strategies ranging from defining the age of aquarium to understanding the value of the creative economy to introducing communities across the country to innovative team-based approaches to solving urban problems.

He has also been one of the first to identify the critical concerns of an older society and the need of restructuring and retrofitting our communities to support independent living of that vast majority of citizens who seek to stay in their homes and their own neighborhoods as they age. McNulty is not only an innovator; he is a networker and broker of resources and diverse talent to achieve better communities.



As a recognized expert in urban planning and community development, he has served as a national advisor, forum leader, keynote speaker, and a master facilitator in cities and towns around the world, for the Ford Foundation, UNESCO, Urban Land Institute, National Association of Area Agencies on Aging, the Memphis Jobs Conference, the U.S. Conference of Mayors, National League of Cities, and a host of state and city council leaders.

Skill

McNulty's ability to communicate and motivate citizens and pundits alike has won him praise from esteemed individuals such as former President George Bush, former President Bill Clinton, former U.S. Secretary of Health of Human Services Donna E. Shalala, and Governor Arnold Schwarzenegger. It is through this ability that he has catalyzed worldwide success in improving the livability of urban areas.

Experience Includes

- Keynote speaker and facilitator at the global symposium “Asia-Pacific Creative Communities: A Strategy for the 21st Century” sponsored by UNESCO. He was selected as one of the best speakers of the event.
- Conducted a series of workshops in 14 rural communities under the sponsorship of the Queensland Events Corporation in Australia to develop cultural tourism and economic development.
- Host and keynote speaker for national conferences on Aging in Place – strategies to rethink and retrofit communities to support independent living across America.
- Advisor for a multi-year funding strategy under the Ford Foundation on how culture can be an asset for community change.
- Course educator on mobilizing arts and cultural resources for community development with the Neighborhood Reinvestment Corporation Training Institute. The course was ranked 5th out of 65 courses offered.
- Key facilitator for a national forum on the policy role of the mid-size city in Rochester, NY.

Biography

For more than 30 years, Robert McNulty has thrown his skills and energies into civic invention, arts and creativity, and agendas of social inclusion to benefit the communities of America and abroad. A coalition builder par excellence, he formed Partners for Livable Places—now Partners for Livable Communities—in 1975, the first organization of its type in American history. Partners is a national, leadership nonprofit working to improve the livability of communities by promoting quality of life, economic development, and social equity. Immediately prior to founding Partners in 1975, McNulty served as assistant director of the Architectural and Design program of the National Endowment for the Arts, providing small grants to start-up community-oriented arts efforts across the nation. Earlier, he was a research assistant to the director of the Smithsonian's National Museum of American History and an environmental advisor at the General Services Administration. McNulty is widely traveled, having engaged in projects or offered counsel in over 300 communities in America, in addition to an extensive foreign portfolio including some 100 countries around the world. His interests range from helping communities meet the needs of their aging populations to serving as a facilitator to interact between divided communities.

Sample Topics

- Solving Livability for the Aging Population
- The Creative Economy and Livable Cities
- Using Culture to Build Communities
- How Traditional Institutions can be Fulcrums of Change for pressing community problems and leadership
- How to put together a team that can move your community forward

“For 25 years, you have empowered civic leaders and policymakers with guidance, information, training, and strategies to meet the needs of their communities... I salute you for devoting your time, talents, and energy to fulfill America’s bright promise for all our people.”

—Bill Clinton
42nd President of the United States

Publications

A frequent writer, editor, and contributor on urban strategies, McNulty’s work has appeared in *Fortune Magazine*, *The Washington Post*, *Atlanta Magazine*, *The Christian Science Monitor*, and *California Monthly Magazine*.

He was also one of 17 urbanists from around the world that served on the editorial board for *Urban Age*, a global city magazine produced by the World Bank. He has been featured in *The New York Times*, *National Journal*, *The Wall Street Journal*, *Philadelphia Inquirer*, *Baltimore Sun*, *The Brisbane Courier Mail* (Australia), and countless others.

McNulty has co-authored *The Economics of Amenity*, *Return of the Livable City*, *Entrepreneurial American City*, and *The State of the American Community*.

CONFERENCES AND PRESS

Conference

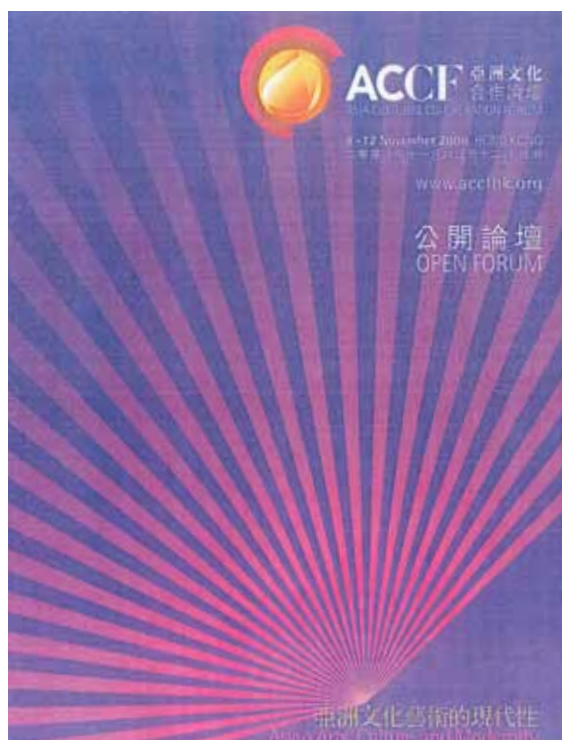
ACCE Asia Cultural Co-Operation Forum

Presenter: Robert McNulty

Measuring Creativity, Happiness and Well-Being

November 8-12, 2006

Hong Kong



Hosts: Arts and Culture
Department of the Hong Kong Special Administrative Region
香港特別行政區政府文化康樂局

Open Forum: Measuring Creativity, Happiness and Well-Being

On 9 November 2006 from 7pm to 10 pm in the evening, the United Nations Inter-Agency Working Group, together with renown international experts working in various fields of the cultural industries will conduct an Open Forum entitled *Measuring Creativity, Happiness and Well-Being*. During this Open Forum, presentations will be made on a variety of indices which have been developed in the attempt to measure creativity and the impact of the creative economy on our well-being. Included will be presentations on Bhutan's ambitious and visionary attempts to benchmark "Gross National Happiness," Robert Prescott-Allen's "The Structure of a Well-Being Index," data for Partners for Livable Communities Creative City Project; the latest "Happy Planet Index" report from the New Economics Foundation, and Hong Kong's recently completed "Study on Creativity Index." The Open Forum will conclude with commentary about UNESCO action to coordinate these efforts internationally within the framework of the new 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. The public will be invited to comment on these efforts and to contribute suggestions for future development.

Presenters

Mr. Robert Holmes McNULTY, President/CEO, Partners for Livable Communities, Washington DC

Ms. Tashi CHODEN, Researcher, Centre for Bhutan Studies

Mr. LE Zhen, Shenzhen Academy of Social Sciences, China

Mr. Rajeev SETHI, Chairman and Founder Trustee, Asian Heritage Foundation, New Delhi

Mr. Nic MARKS, Head, Centre for Well-Being, New Economics Foundation, London

Mr. Dimitar GANTCHEV, Acting Director, Creative Industries Division, WIPO Geneva

Mr. Desmond HUI, Director, Center for Cultural Policy Research, The University of Hong Kong SAR, China

Mr. Jooho KIM, President, Korea Arts and Culture Education Service

Ms. Kit Boey CHOW, Senior Fellow, Intellectual Property Academy, Singapore

Mr. Robert PRESCOTT-ALLEN, International Consultant, Foodscope, Canada

Mr. Simon ELLIS, Head of Special Projects, UNESCO Institute for Statistics (UIS) Montreal



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CREATIVE INDUSTRIES

a symposium on

culture based

development strategies

symposium participants

- 12 **THE PROBLEM**
A short statement of the issues involved
- 14 **CRAFTS AS INDUSTRY**
Jaya Jaitly, President, Dastkari Haat Samiti, Delhi
- 19 **CULTURE AND SOLIDARITY**
Robert H. McNulty, President, Partners for Livable Communities, Washington DC
- 24 **ANOKHI**
Faith Singh, Trustee, Jaipur Virasat Foundation and co-founder, Anokhi, Jaipur
- 29 **ENHANCING CREATIVITY**
John Howkins, Chairman, the Creative Group, and writer, London
- 33 **CREATIVE CLUSTERS**
Simon Evans, entrepreneur in the cultural business sector, policy consultant, and Director, Creative Clusters, London
- 37 **A VECTOR FOR SUSTAINABLE DEVELOPMENT**
Richard A. Engelhardt, Regional Advisor for Culture in Asia and the Pacific at Unesco, Bangkok
- 40 **CULTURAL REGENERATION AS BUSINESS**
Sheldon Shaeffer, Director, Unesco Regional Bureau for Education in Asia and the Pacific, Bangkok
- 43 **ECONOMIC TREATIES AND CULTURAL TRADE**
Alvaro Garzón, senior international consultant, former Director, Unesco Cultural Industries Division, Paris

Culture and solidarity

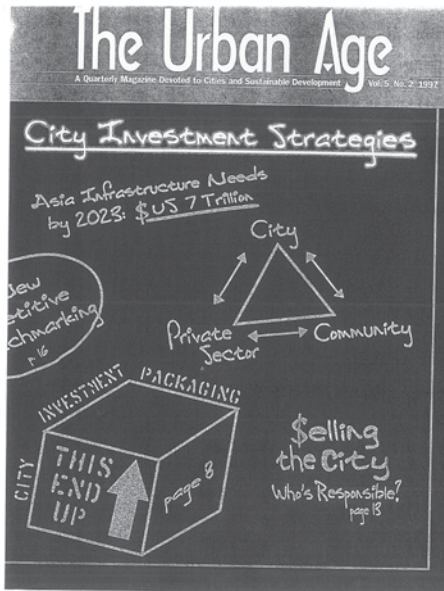
ROBERT H. McNULTY

SUCCESSFUL community development begins with the premise that the more people affected by development have a stake in its formulation and implementation, the greater is the likelihood that when the funding stops and the experts leave, what remains is a sustainable future for all community members. If development means giving people a maximum number of options and ensuring that a host of basic human rights are met, strategies to achieve it must combine adherence to universal principles of transparency, accountability, pluralism, justice and participation, while tailoring development projects to the specific realities of each community's unique identity and condition. The challenge of sustainable community development is balancing the general with the concrete, marshalling a growing body of economic knowledge with the often complex dynamics facing project designers.

Any global agenda for community development that hopes to make positive contributions must be shaped within the context of four major trends or forces: globalization, urbanization, the spread of democracy, and an infor-

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SEMINAR 553 – September 2005



Press

The Urban Age

People's Voice Heard by US-China Delegation

by: Robert McNulty

1997

NEWSLINE

People's Voice Heard by US-China Delegation

ROBERT McNULTY

As Chinese cities strive to modernize to keep pace with the world's growing megacities, they frequently find themselves caught between the past and the future. History often dictates how old-fashioned, entrenched governments will institute change, and, at the same time, it insists on a reverence for traditional culture. But realistic present and future needs demand urban renewal. How Chinese cities can best go about integrating their past with their future is the subject of a program, East and West, Comparative Study: Innovation and Tradition, conceived of by Gino Wan-Chung, director of the Center for U.S.-China Arts Exchange, which was funded by the Henry Luce Foundation, Inc.

In 1995, six Americans were sent to China and their counterparts brought to the United States by the Center to review problems and solutions common to three Chinese cities. The goal was an open exchange of ideas and workable solutions about how Chinese cities can maximize their opportunities for future modernization while ensuring cultural preservation.

Both groups agreed that China is presently in a position to take advantage of a major opportunity. More and more Chinese citizens want to play an active role in the future of their cities. They seek a greater voice and increased influence in planning and development objectives. As they press for more influence, China is in a unique position to invite their input for the benefit of the cities. If city governments incorporate the public perspective with forethought, they will have at their disposal a vast storehouse of voluntary organizations on which to draw for the future. When nonprofit and civic groups can become trusted partners with both party and government in urban development, renewal, and historical preservation, huge projects are more likely to be replaced with small-scale plans.

The three Chinese cities — Yangzhou, Changzhou, and Chongqing — were selected for their common characteristics. The populations of each shared ethnic and cultural roots and similar geography. All have been valuable

agricultural producers and were at one time vital cultural centers. Perhaps most importantly, each city is being aggressively modernized, industrialized, and developed as a tourist attraction. They also share heavy pollution, traffic, and congestion problems. Furthermore, their public sanitation infrastructure is not yet city-wide, as the daily materialization of "money buckets" outside each courtyard front door attests.

PUBLIC PARTICIPATION IS NOT ONLY NOT A WASTE OF TIME, BUT AN ASSET TO NEIGHBORHOODS.

The American delegation sought to educate the Chinese in two significant ways. The first objective was to offer a framework of lessons learned from the successes and failure of Western cities in such areas as zoning, development, and conservation. A second goal was to influence the delegation to include the previously ignored contribution of the public.

As more and more capital investment is funneled into China, free market opportunities will arise in Chinese cities. This will lead both to more sweeping infrastructure improvements and to an income increase from job expansion. Paradoxically, the two progressive changes may cause friction: as improved infrastructure tears down the old face of the city to erect new buildings, influential citizens will likely use their voice to object to the razing of their cultural heritage. The concern for a balance between conservation and modernization is one reason the American delegation urged the Chinese to engage greater public participation.

The U.S. group also perceived a necessity and desire among planners as well as elected and party officials to learn how to preempt potential public outcry by using development strategies that were more balanced and would engage the citizenry.

Recent news articles about massive destruction of traditional Beijing neighborhoods and consequent protest movements provided the U.S. group with a basis for their argument that public participation is not only not a waste of

time, but an asset in finding more appropriate and workable development strategies for neighborhoods. And this participation constitutes a vital link for preserving the unique history and traditions of each city province.

The Chinese delegation likewise learned from observing two U.S. cities that long-term, small-scale projects can often add up to greater change than massive ones. Pointing out their own mistakes, the U.S. members discussed

how sweeping government-sanctioned urban renewal projects of the past had had disastrous results, whereas citizens and nonprofit initiatives that created house-by-house renovations were sometimes more successful while simultaneously preserving neighborhoods.

In the exchange, some of the ideas put forth by the U.S. participants appeared to meet China's current agenda of urban requirements; some did not. In trying to give the Chinese the benefit of both the failures and successes of American urban experience, the U.S. group was left with the impression that Chinese cities will undergo an era of rapid development as they implement much-needed infrastructure requirements. In the process, the very essence of the traditional heritage that contributes to public well-being and builds generational bridges may be inadvertently damaged, destroying civic pride and community spirit.

Essential action is, by nature, always a matter of too little too late. Nevertheless, we in the West have trodden the same path the Chinese now embark upon and realize the error they must make, and now find ourselves on a terminal course. We can only hope our visit will help to shorten this inevitable walk down the same wrong road to "divinity" we in the West have taken. ■

Robert McNulty directs the Partnership for Livable Communities in Washington, D.C.

Planning

Inspiring the Troops

featuring: Robert McNulty

1998

Inspiring the Troops

Even after 10 years, the image is still vivid. Some 300 planners are seated in a large room at the San Antonio Convention Center, with their eyes closed. "Breathe in, breathe out—very quietly," says the intense-looking man in front of them. "Ask yourself how you feel about your life, your job. Now think of where you want to be a year from now. What steps can you take to get there?" Paper and envelopes are being passed around. "Write all that down," the speaker continues, "and address the envelope to yourself. A year from today, I'll mail the letters to you."

The speaker at that 1988 AICP workshop on "Conjuring Visions/Mastering Change" was Myles Rademan, AICP, a planner in the ski town of Park City, Utah, just outside Salt Lake City. He has used this guided visualization technique often. "I don't read the letters," he says. "I just put them in the mail. People get a real jolt when they read their own words."

Rademan has become known as a motivational speaker. His methods resemble those used by pop psychologists like Stephen Covey (*The Seven Habits of Highly Successful People*), but he addresses his remarks specifically to planners and other civic officials. His keynote is optimism. "Leaders empower best when giving hope," he says. "Cynicism and inertia are our biggest threats."

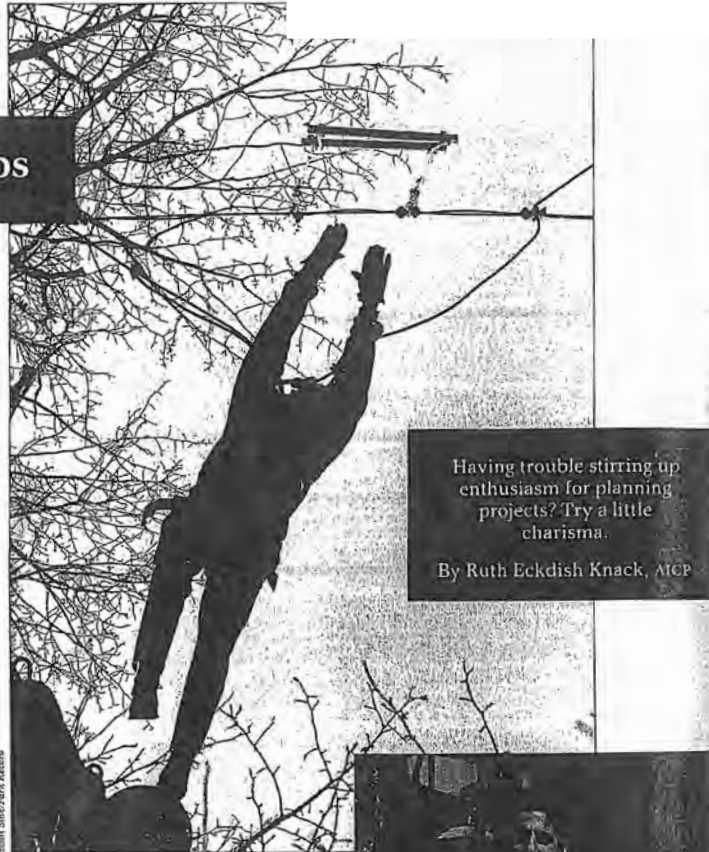
A Philadelphia native with a joint degree in law and urban planning from New York University, Rademan, 52, started out as a neighborhood planner in Denver in 1970. Two years later, he became planning director of Crested Butte, Colorado, where he led a fight against a molybdenum mine. He has been in Park City (pop. 7,000) since 1987, first as planning director, then community development director, and now as director of public affairs,

a post that allows him to undertake a variety of special projects.

In the mid-1980s, he won a slot in the Kellogg Foundation's highly competitive National Leadership Program, a three-year training course aimed at boosting the quality of civic leadership in the U.S. Inspired by his experience, he says, "I kept looking for a way to do something in my own community."

What he hit on was a local version of the Kellogg program, Leadership Park City 2000. About 25 participants are chosen each year out of about 100 applicants—all Summit County residents. The \$25,000 annual budget is raised locally with the help of the cosponsor, the Park City chamber of commerce. Rademan is the coordinator.

Once a month, the participants hear an inspiring speaker—Daniel Kemmis, the



Janell Shaw/Park Record

Having trouble stirring up enthusiasm for planning projects? Try a little charisma.
By Ruth Eckdish Knack, AICP



Ruth Knack

Building trust in Park City: Candy Erickson, a participant in this year's leadership institute, leaps for a trapeze 35 feet above the ground. The institute was organized by planner Myles Rademan, who was searching for a way to "unleash the creativity" of local residents.

former mayor of Missoula, Montana, was one. And each group visits a comparable resort community—last summer it was Santa Fe and Taos. On one day-long outing, participants walk tightropes, climb trees, and scale 15-foot wooden barriers—activities designed to build group trust.

"I am always looking for mechanisms to involve people," says Rademan. "Surveys aren't enough. We need to get together in person. I get nervous about people who feel they have fulfilled all their communitarian impulses on the Internet."

It's "civic dialogue" that intrigues Rademan. "Most planning deals with the connections between places," he says. "I'm more interested in how you wake people up," he says. "I want to unleash their creativity—and to inspire them to act."

Sound bites

As a speaker, Rademan is funny, a good storyteller, a master of the one liner. Example: The resort towns of the Intermountain West "are being overrun by the tan, the swift, and the well-to-do." And: "Keeping the West rural is a fool's dream."

We deny it and end up with the worst of both worlds. The awe that the mountains inspire may simply turn to awful."

"Change is not a choice," he told an audience in Vail last year, as part of a year-long visioning process. "Transformation is a choice. But you need consensus and that's hard when there are so many fragmented voices. My advice is, try civility first and consensus just might follow."

Vail's community development director, Susan Connelly, says the speech "pushed people to acknowledge that change is inevitable—and you better get on the bus."

Rademan acknowledges that sound bites don't solve problems. "That's why I have chosen to work full time for a community," he says. The day-to-day life of a city official is a good reality check.

But he also recognizes where his strengths lie. "The force of my personality far exceeds my technical skills," he says. "I'm good at presenting ideas and persuading people"—skills that he wishes planning schools would teach—"and I'm not intimidated by an audience."

Author Jane Jacobs has been a prickly inspiration since the 1961 publication of *The Death and Life of Great American Cities*.



Reith Krueck

Bob McNulty inspired Chinese planners on a trip last spring with his "10 homilies of good practice." Among them: Preserve your local character. Make high-quality development part of your investment strategy. Design for the special needs of children in your cities. Artists and artisans can create spiritual value in fast-changing cities. Small-scale projects can add up to great change. Citizen pride is a valuable resource. Action speaks louder than planning.

To hone his skills, he studies comedians, evangelists—and conference speakers, including documentary film maker Michael Moore, the keynote at the last APA conference. While Rademan found Moore's presentation effective, he was disturbed by his negative message, which he says seemed to encourage "nativism and class warfare."

Recently, Rademan's attention has been focused on the 2002 Olympic Games in Salt Lake City. Park City, which will be the venue for about 40 percent of the activities, passed a \$25 million bond issue to pay for bobsled and luge runs and aerial ski facilities. Rademan sees the games as a way to galvanize his community. "It take us out of the day-to-day grind," he says. Every community needs an organizing issue. "In Crested Butte, it happened to be a fight against a mining company. Here it's the Olympics."

In preparation for the event, Rademan in September organized a urban design charette, inviting representatives from 14 firms in seven cities. They recommended improvements to the city's gateway intersections and suggested ways of encouraging pedestrian traffic. While the report was well received, the charette made Rademan himself an issue in last

The Korea Herald

Seminar seeks to boost quality of life in Seoul

featuring: Robert McNulty

October 22, 2000

The Korea Herald

www.koreaherald.co.kr

SUNDAY, OCTOBER 22, 2000

Seminar seeks to boost quality of life in Seoul

Mayor Goh to utilize seminar recommendation for city's future policies

Following is the speech to be delivered by Goh Kun, mayor of Seoul, during the 'Seoul Town Meeting: Ways to Improve Quality of Life,' to be held on Oct. 24, 2000. — Ed.

By Goh Kun
Mayor of Seoul

Honorable foreign diplomatic corps, distinguished guests and foreign and domestic participants in today's seminar,

It is significant to host an international seminar to search for ways to improve the quality of life in Seoul, together with you on a beautiful Korean autumn day.

Seoul remains the capital of Korea for more than 600 years now. In that sense, we can say that not only Seoul citizens but all people in the country have lived together with Seoul as the capital has grown.

Seoul was at the center of



the so-called 'the miracle of the Han River,' which symbolizes the rapid economic development of the country. In that quick-paced developmental process, Seoul has grown into a sprawling city of 10 million people.

Even in the age of the digital New Economy of the 21st century, Seoul is emerging as a hub city of high-tech indus-

try on the basis of its well-developed information infrastructure.

However, we cannot wholly deny that as a result of high-speed, volume-oriented growth in as short as three decades, Seoul citizens' quality of life has taken a backseat.

So, as I took office as Seoul mayor in 1998, I promised to turn Seoul into a humane city as one of my three policy goals. I have tried to reorient the focus of city administration from the quantity of life to its quality.

Despite the population of foreigners living in Seoul reaching as many as 60,000, Seoul is still regarded as a city where foreigners find it inconvenient to do business. In a bid to resolve this problem and improve foreigners' residence and workplace environment, the city formed the Foreign Investment Advisory Council for foreign businessmen in March 1999,

which consists of presidents of foreign chambers of commerce and chief executives of foreign companies in Korea.

Actually, today's international seminar is largely a result of the committee's recommendations, so I would point out that it will take on much meaning as a 'town meeting' if you are very forthcoming with your valuable opinions on the Seoul city administration.

I will utilize the recommendations and opinions from today's seminars as policy data and use them to develop and implement policies for Seoul citizens and foreigners alike to enjoy a better life.

The seminar is very special in that this week marks the seventh Citizens' Week. Entering the 21st century, Seoul city is putting forward "I, Seoul, in Seoul, Everyone is a Seoulite," as the motto of the citizens' festival.

Accordingly, today's international seminar is the first step to transform Seoul to a city where every one of you becomes the owner, and to build an international city where citizens and foreign residents make up a harmonious and beautiful community together.

Another reason that makes today's seminar special is you are sitting right by Wongudan. Originally, Wongudan was an altar on which kings themselves prayed to the heavens. It is also the very place where Emperor Kojong prayed to the heavens when he was crowned in 1897.

This sacred place has been neglected as an addendum to the Chosun Hotel for decades. But we held a ceremony yesterday to celebrate its transformation into a citizens' park in which all citizens and visitors can take a rest.

Here today, I would like to remind you of the significance

of remembering Wongudan, and put forward my commitment to develop Seoul to a great place to live, where its citizens and foreign communities can dwell together in harmony. And I have no doubt that this seminar will make a great contribution to the city's efforts for that goal.

Finally, I would like to extend my sincere gratitude to FIAC Chairman Joan Baron and FIAC members who have been putting unsparing efforts for this seminar. I would like to thank participants of the seminar for their endeavors to prepare presentations and discussions for today.

In particular, I convey my sincere appreciation to guests from foreign countries. And I hope that you have time to enjoy the autumn beauty of Seoul, as well as experience the generous hospitality of Seoulites, and make your stay here the most unforgettable one.

The Korea Herald

www.koreaherald.co.kr

SUNDAY, OCTOBER 22, 2000

The Korea Herald

QUALITY OF LIFE IN SEOUL SEMINAR

SUNDAY, OCTOBER 22, 2000

23

'Communities define livability to meet their own needs'

Following are excerpts from the keynote speech to be delivered by Robert H. McNulty, president of Partners for Livable Communities, at the Seoul Town Meeting. — Ed.

By Robert H. McNulty

The state of the American community has always been the mission of Partners for Livable Communities. Running like a thread throughout its almost 25 years of programs across America and abroad has been Partners' enduring focus on "livability" as the goal of community development.

One hears about "livability" more and more these days. In January 1999, the Clinton administration launched a \$10 billion interagency "livability agenda" emphasizing open space, traffic, and "smart growth" strategies. In fall 1998, the American Institute of Architects (AIA) opened a Center for Livable Communities to coordinate AIA's policies and programs having to do with urban growth and neighborhood revitalization issues. An August 1999 survey for AIA reported that 68 percent of state and local officials think that concern about livability issues is growing.

But what exactly is meant by "livability" in the current context? Partners has been persistent in its attempts to define livability. But it has found the particulars of livability to be elusive, subjective and local. Partners thinks that the history of its own still evolving definition of livability offers useful food for thought for communities and community builders in search of this elusive goal.

The four phases of livability: the definition

Phase 1: Pride and a willingness to work

In the mid-1970s, when people first began to talk in terms of "livable cities," Edmund Bacon, the noted city planner from Philadelphia, cheered. He credited the National Endowment for the Arts (NEA) for this coinage.

In fact, the modern idea of the livable city can be traced back at least to 1958, when Landscape Architecture magazine ran a series of short articles on the theme of "Creating a Livable City."

In 1977, the Carter administration was working on the development of the country's first national urban policy. Representing the U.S. Conference of Mayors, Maynard Jackson, mayor of Atlanta, suggested that "livable cities" be a cornerstone of this policy.

In the meantime, the NEA's

Design Arts program, which since 1967 had been making small grants for urban design initiatives under a variety of rubrics consolidated its several grants programs into one under the rubric: Livable Cities.

"Livability," said the Livable Cities program's invitation for civic participation, "is a subjective matter, arising out of the interplay between individuals and their environment. The Arts Endowment is asking each community to define livability to meet its own particular needs."

In 1979, Partners published a book called *How Small Grants Make a Difference*. Based on hearings held in August 1977 by Congressman Henry S. Reuss's Subcommittee on the City, the book tells the stories of eight communities whose successful efforts to revitalize neighborhoods or downtowns were helped enormously by small seed grants from the Endowment. In the book's introduction, the Design Arts program's director, Michael John Pittas, asks "What makes a 'livable' city?" and describes the ideal city:

Virtually everyone can agree that the perfect city would meet certain universal requirements. The city would have a viable economy, offering its residents the opportunity to earn a living. City-dwellers could move about the community with relative convenience and freedom from fear. The urban environment would be healthful and clean. Smaller communities within the city would offer a feeling of belonging, a community of families and individuals who knew and cared about each other. Basic services would be available. The cost of living would remain within the bounds of manageability for even the lowest-paid residents. The city would be pleasant to look at. And finally, the city's heritage, the architecture, written records and works of art that tell the story of its evolution, would be known, appreciated, and protected from callous destruction.

The Endowment's Livable Cities grant program won some attention for its effectiveness in cutting through red tape and helping communities help themselves. President Carter's administration proposed that the program be expanded and placed it under the stewardship of HUD. The result was the Livable Communities Act of 1977, a commitment to support quality-of-life amenities as a component in a strategy of community-based urban redevelopment. However, Congress failed to appropriate any money for this program.

In the meantime, back at the Endowment, a desire to keep the livability agenda alive had

prompted Nancy Hanks, NEA chairman, to invite the representatives of about 25 various nonprofit organizations with an interest in environmental design to a meeting on January 13, 1977, to discuss ways of sharing information. The atmosphere at the meeting was upbeat. The participants agreed that communications was key. Their perceptions as design professionals on how the quality of environmental design contributes to the life of cities would have to be shared with the local officials and businesspeople and citizens who actually make the decisions that impact the built environment.

From Marlin's livable cities to the Endowment's Design Arts program to federal urban policy strategizing, there was something in the term "livability" that struck a chord. Not only did it seem to describe a worthwhile goal, but it also seemed to have something to do with method, namely the use of small-scale efforts to help create large-scale momentum.

Meeting again in May 1977, the ad hoc coalition decided to call itself Partners for Livable Places. Partners incorporated as a nonprofit corporation in August of 1977.

The goals of the new organization centered on consciousness raising about the contribution of design to quality of life and on the establishment of an information network through which communities could learn from each other's actual experiences, what would later become Partners' clearinghouse of best practices. Partners' livability campaign would try to "provoke people to think creatively about their environments." Among the general public, it would develop a demand for excellence in the design of the environment. Among community builders, it would demonstrate the strength of the demand for livability and also inform them about tools and approaches for achieving it.

Partners' founding members decided to explore the question "What makes a livable community?" at a "livability charrette" in the small town of Frederick, Maryland. Partners hoped to isolate, study, quantify, and analyze the individual characteristics of livability. It would then compile these characteristics into a "test" that anyone anywhere could use to assess the livability of any community.

But establishing a satisfactory definition proved harder than had been expected. The brainstormers were able to compile a good list of the elements that made Frederick livable. But communities are not laboratory constructs. The elements of Frederick's livability



Robert P. McNulty

could not be universalized or efficiently quantified into a test of livability.

At Frederick, Partners came to a crucial conclusion about livability. What Partners came to realize is that livability is about effort and energy. Livability is a process of change, the ability of communities to see what their problems (and assets) are and to pitch in, as a community, to make them better.

Partners' concluded that the real test, the real measurement of livability, asks only two essential questions: "What do people take pride in about their community?" and "How hard will they work to protect the community assets they treasure?"

What makes a city livable, Partners had concluded, is old-fashioned pride and a willingness to preserve assets.

Phase 2: It's jobs and teamwork

On the occasion of its tenth anniversary, Partners selected 16 cities to receive its Most Livable American City award. A litany of phrases runs through the citations given these 16 cities. The phrases reflected the addition of two elements to Partners' evolving definition of livability: jobs and teamwork.

The "jobs" component of livability was shorthand for a recognition that the changing U.S. economy was giving a competitive economic advantage to places that are attractive to live in. The relocation decisions of central city businesses depend more on quality-of-life factors than business factors. In the information-based economy, "jobs increasingly follow people," declared a 1979 study by the Rand Corporation.

In 1980, Partners launched

its first major program: the Economics of Amenity. Its principal goal was to provide evidence of the close link between community and economic vitality. In 35 pilot cities, various amenity projects, and so forth, were undertaken. A focus on preserving and enhancing local physical and cultural amenities, this program suggested, is an effective way to attract people and jobs.

In 1978, when Partners was first trying to come up with a definition of livability in terms of specific indicators, it concluded that, in the long run, the only truly common indicator of livability is leadership.

Based on the experiences of the participating cities, Partners came to view civic achievement as the result of civic action, that is, as neither the government's job nor the private sector's job, but as everyone's job. Teamwork involving government agencies, community groups, civic and cultural and philanthropic organizations, business groups, and advocates for the environment was behind the most notable accomplishments in these cities. Another common factor in the successful communities was an entrepreneurial leadership style that emphasized action, results, innovation, responsiveness and multiple funding sources. Calling such teamwork and entrepreneurship the "new civics," Partners added it to the tenets of its expanding definition of livability.

As expressed in *The Economics of Amenity*, the pilot cities have "demonstrated that the quality of a city's leadership, the effectiveness of its public and private institutions, and their ability to collaborate may well be the factor that separates the successful from the unsuccessful cities."

Phase 3: Human development and regional solutions

Investment in places to promote economic development was the basic theme of *Economics of Amenity*. Investment in people to spread the good life among all citizens was the leitmotif of Partners' next major program initiative, which is called *Shaping Growth in American Communities*.

Partners' broadened definition of livability is reflected in its second set of America's Most Livable Community awards, given in 1994 to 16 communities. Included in the citations are the following phrases: commitment to programs for children, growing real family income and a low poverty level, coordinated economic development activities in six counties, long-term regional urban growth policy, solve problems of homeless individuals and families, balancing downtown neighborhood revitalization and a holistic approach to breaking the cycle of poverty and welfare dependency.

Where had these kinds of criteria come from? By the late 1980s, a number of Partners' board members had begun questioning the organization's definition of livability. Downtown development seemed to carry more weight than human development. Design solutions trumped social issues. Large pockets of poverty and despair persisted untouched by the reinvestment and renewed vitality in the cities that Partners was lauding for their livability.

The *Shaping Growth* program aimed at developing strategies for meeting the challenges of growth in American communities. Its motto, people, places, and jobs, was carried through in three program tracks: social equity, managing community assets, and the economics of amenity. Seventy-two jurisdictions participated, with Partners providing assistance with community assessments and leadership development, workshops and charters, networking opportunities and analysis. In looking at the deep-seated and emerging problems of growth in American communities, Partners paid special attention to the social equity track — to the idea that people from every segment of society should benefit from community efforts to revitalize their economies and enhance livability.

Broad environmental and resource issues, Partners reasoned, involve many non-local factors that are most effectively addressed in a regional context. In October 1991, Partners held a State of the Region forum with a scope-broadening purpose: to look at a broader definition of the quality of life and livability.

Phase 4: Community empowerment

In a sense, Partners went back to its roots in the next addition to its definition of livability, which was strategic planning. The original definition of livability, a willingness to work together to preserve assets, had emphasized the process of change. Strategic planning is also about the process of change. In its *Cooperating for Change* program, Partners collaborated with eight cities and HUD to identify the key elements of the process by which a community with difficult livability issues can turn itself around, to become livable, for all its citizens.

Revisiting all of its earlier attempts to define livability, Partners now arrived at a definition that combines many of their elements: a place-based people strategy, as described in its *Community Empowerment Manual*. *Cooperating for Change* involves participation from all segments of the community, an inventory of the community's assets and liabilities, leadership, goal setting and action plans. This program also revealed the importance of thinking regionally, even while working to build community livability from the neighborhood up.

Indicators

Partners has concluded from analysis of academic place-rating studies, trade association surveys and rankings in popular magazines that none offers what it would like to have: a reliable and useful way to measure livability. As I explained in *Atlanta* magazine, "while the desire for a rewarding life and satisfying surroundings in which to live it is universal, the things which make life satisfying, making a place livable, not just habitable, are not universal at all... We live our lives locally, not nationally and livability is defined locally by people's decisions about what makes their community work for them."

Although a national livability test is problematic, indicators can be used as a tool in community planning and action programs. Limited competitive comparisons against the performance of communities that are similar in size, location, demographics, or some other key characteristic can provide a community with objective information on how it stacks up and where there is room or need for improvement.

Benchmarking, or the identification of specific, measurable indicators, can be a convenient means of keeping track of progress toward the overall goals and a way of flagging problems. Although many as-

pects of the realization of a strategic plan may not lend themselves to numerical measures, or the data may be expensive and difficult to collect, a well-conceived and executed indicators program can be a reliable guide for implementing a plan and an excellent yardstick for measuring progress.

There appears to be a trend today among communities and agencies that are using indicators to rely on fewer rather than more measures to represent progress toward goals. Communities are discovering that for indicators to work as triggers for action, they need to be clear and concise.

The most promising use of benchmarks or indicators in livability agendas is to introduce accountability into the change process. But given the essentially local nature of livability, efforts to compile a set of indicators that attempt to quantify livability in the abstract are unlikely to yield useful results.

Mobilization for change

Partners takes a practical approach to livability. Instead of building its campaigns to raise public awareness of livability issues around a generalized idea or definition of livability, Partners lets livability initiatives speak for themselves. It sees its role as helping them get heard. Specific ideas for community improvement are being put into practice all over America, as well as abroad. Partners has established a strong network linking all sorts of community builders. A central purpose of this network is to develop and publicize a continually expanding set of "best practices" for livability through the testing, refining, and analysis of local initiatives and programs.

Now that "livability" is the policy du jour, what does the group that has promulgated it for 25 years say when people ask: What's a livable community? For starters, it emphasizes that livability is not simply a transportation agenda or a smart growth agenda or jobs or the environment. Livability is a balanced agenda that takes account of local assets and preferences. For people willing to spend a few minutes listening to the answer, Partners will say: We still believe that it is how hard people are willing to work together for change, but we have added some important elements to that basic definition — livability is a tool for economic development, it benefits all segments of a community's resident population, it takes place on a broad playing field, and it is based on strategic planning. For people wanting a shorter version, Partners might say: Livability is a place-based people strategy.

Roots: The Singapore Heritage Society Heritage Society MITA

"The Impact of Cultural Tourism on Museums, Art Galleries and the Community in Conservation Areas."

featuring: Robert McNulty

July 1997

ROOTS

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"The Impact of Cultural Tourism on Museums, Art Galleries and the Community in Conservation Areas" - Talk given by Mr Robert H McNulty on 6 May 1997

As an unreserved National Museum trustee, the Society, in consultation with the National Heritage Board, was delighted to host a talk given by the President of Partners for Livable Communities, Mr Robert McNulty. After an introduction by Mr William Lim, Mr McNulty gave a brief description of the non-government organisation, formed over twenty years ago which he heads. At this time, when radical social changes were taking place, and industry taking off, the National Endowment for the Arts industry approached the organisation to prepare a report on why the arts were an essential component of society. He then went on to illustrate to the large audience, how this was accomplished.



Mr Steven Santiago, posing a question.



The attentive audience.

As it is known, now, that two out of three people, in employment, rate the quality of life more important than quantity. This World Report echoes this and indicated that in future, the perception of desirability, in how a community receives itself, would be its greatest asset in acquiring a quality of life. Mr McNulty said that one of the main reasons for the quality of life is not money, it is well known that public buildings are always the best and most beautiful and in order to address this the open competition was introduced. Out of this system came the Memorial Walk, in Washington D.C., dedicated to those who fought in Vietnam. By having the best



Mr William Lim, President.

architects a company problem) is a small town in Indiana, created an environment which attracted all sorts of people. He was then able to recruit the best engineers to his company. Other cities such as Seattle and Vancouver created their scenic waterfronts, providing legislation to improve town areas by creating parks and open spaces. One of the benefits from this is increased quality. The town has now attracted so many "elite" industries that it is the wealthiest city in the United States. As the advantages of quality of life become apparent other towns try to up to

look into their history and culture to see what they had to offer to attract people to their town, for either business or pleasure. The idea has grown sufficiently that now every American city has a culture plan which covers all aspects of culture from oral history to architecture, landscape, art, sports and every leisure activity. The result is tourism, as predicted by Hermon Kahn, has become the greatest industry. Mr McNulty then went on to give examples of how towns can create "cultural tourism". One town seems to have something unique which attracts hundreds of local people as well as tourists. San Francisco has a museum and art centre



Listeners take notes.



Mr Peter Lovell, Australian building consultant.

where local outdoor artists are allowed to exhibit. Several cities have built new sports stadiums with better facilities in conservation areas which has made the latter city a livelier place after office hours and a focal point for other activities. Will all the money generated by these activities go back into culture? The answer is probably not, but the immediate rewards are foreseeable and each community is reaping this. He then wound up his talk by saying that the yardstick is to make your own community livable and do not do anything for an employer which you would not do for yourself.

There were many questions from the floor which indicated the level of interest in the ideas put forward. It was a very rewarding talk which has given much food for thought for our own "cultural tourism". This was the second talk which we were pleased to organise with the National Heritage Board. The other on 14 March was entitled "Conservation and Redevelopment - Achieving a Balance" given by Mr Peter Lovell, an Australian building consultant involved in conservation. Reported by Ms Win Bunkari.



Listening intently.

Daily Yomiuri

Jakarta's historic soul decays amid unrest

featuring: Robert McNulty

November 23, 2000

"It has the potential to be the soul of Jakarta again," Robert H. McNulty of the Washington-based Partners for Livable Communities said at a recent international conference on Batavia's future.

Many old buildings have already been replaced by tacky offices and shops. Others were destroyed during riots two years ago that unseated President Suharto,

Jakarta's historic soul decays amid unrest

JAKARTA (AP)—Terra-cotta roofs sag and ancient layers of whitewash flake off. Grimy walls lean and crack from relentless traffic rattling centuries-old foundations. The stench from putrid canals and exhaust fumes chokes the air.

Batavia, the old quarter of Indonesia's heavily polluted and overcrowded capital, Jakarta, was once among the world's richest trading ports.

At the height of Dutch colonial times, it was known as the "Queen of the East." Its warehouses were packed with spices waiting for galleons to carry them half a world away to Europe. Three hundred years ago, a pound of nutmeg or cloves was worth more than its weight in gold.

Nowadays, the precinct, also known as Kota, is poor, neglected and rundown.

Worried by the decay, government officials, historians and town planners want to save a unique architectural heritage that blends European and Asian influences.

"It has the potential to be the soul of Jakarta again," Robert H. McNulty of the Washington-based Partners for Livable Communities said at a recent international conference on Batavia's future.

Many old buildings have already been replaced by tacky offices and shops. Others were destroyed during riots two years ago that unseated President Suharto,

Indonesia's autocratic ruler. Only a few blocks of the old city remain.

Originally known as Sunda Kelapa and then Jayakarta before European explorers came, it was a rich Hindu trading hub with links to Arabia, India and China.

In the 16th century, Portuguese sailors ventured around Africa and east across the uncharted Indian Ocean to buy spices.

The first Dutch ship arrived in 1596. Twenty years later, profit-hungry Dutch empire builders took the city by force and renamed it Batavia. It was the capital of the Dutch East Indies until modern-day Indonesia declared independence after World War II.

On swampland and coconut groves surrounded by high mountains and volcanoes, the Dutch built canals that rivaled those of Amsterdam. A fortress was built. Inside the city's high walls, audacious mansions, imposing buildings of state and ornate churches lined the grid of streets.

For its first 100 years, Batavia blossomed on the back of the fantastically lucrative spice trade.

But when the boom times ended in the early 18th century, so did the city's fortunes. The canals became clogged and filthy; diseases such as malaria were endemic. The fortress was demolished.

In the first half of the 20th century, colo-



Indonesian workers dig a trench in Batavia, the old quarter of Jakarta, on Nov. 2.

onial administrators built impressive government and commercial buildings.

After independence in 1949, Batavia remained Jakarta's main business center. But by the 1970s, office high-rises were

going up several kilometers south and the downtown shifted with them.

Except for cars, buses and trucks passing through on the way to other parts of the city, much daily life has long drained from Batavia. Parts of the old city wall remain, along with dilapidated warehouses and a cluster of landmark houses, churches, temples and offices, many of them abandoned.

Despite its intriguing history, few tourists stop over in Jakarta and Batavia is largely ignored by locals.

"It has enormous potential. But first let's get rid of the traffic," said Graham James, an Australian who converted a centuries-old mansion into a fashionable restaurant, Cafe Batavia. It is one of the few viable businesses in the area.

"Almost every city in the world has an old quarter," James said. "It could become a big attraction."

Some restoration is already under way at nearby docks where hundreds of wooden sailing schooners load and unload cargo every day as they have for centuries. There are museums and a 200-year-old watch-tower stands nearby.

But further work has been hampered by Indonesia's economic crisis and political instability. Rampant corruption has also made investors wary.

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AS A CHILD, I was fascinated by the futuristic, Buck Rogersish portrayals that grew out of the 1939 New York World's Fair theme "Building the World of Tomorrow." That was the world I would be growing into. Rockets would propel us between megalopolises where highways in the sky threaded among and even through soaring skyscrapers. Personal helicopters would swarm like bees to vertical hives.

Unnoticed and unmissed by most of us was that nary a classical, Romanesque, or colonial structure ever marred these pristine scenes. Also missing from these brave new worlds were ghettos, slums, and blighted inner cities, all too common in the world I've now grown up in.

In this issue we feature the reincarnation of Washington's Old Post Office, once considered so ugly and useless that it was ordered erased from the landscape like a mistake on a child's tablet to make way for a "new" Pennsylvania Avenue.

This month, all gussied up with shops, restaurants, and a set of new bells in its clock tower, the Old Post Office reopens to the public. More than a building saved, it's a symbol to a different type of visionary—the preservationist who sees the restoration of such cultural assets as a way to unblight and revitalize our decaying cities.

I first heard of the project through my work on the board of Partners for Livable Places, an international coalition of some 500 civic groups, corporations, municipal governments, and individuals in a dozen nations. "Partners" was started by Robert McNulty in 1977 with the goal of "making our cities more livable, not by razing them but by building on and around the best of our heritage."

Today, in projects similar to the Post Office restoration, Partners is helping 40 cities turn what seemed to be liabilities into economic and artistic assets. McNulty's inspiration and blessing came from his former boss, the then chairman of the National Endowment for the Arts and guiding hand in saving the Old Post Office from the wrecker's ball. In her memory, Congress named the new Old Post Office the Nancy Hanks Center.

Wilbur E. Garrett
EDITOR

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Press

National Geographic

featuring: Robert McNulty

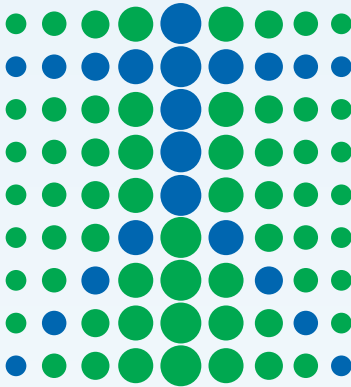
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Partners for Livable Asia



LEARNING FROM AMERICA

A Portfolio of Services from
Partners for Livable Communities

At Partners for Livable Communities, we have gained knowledge through more than 30 years of work in America and Western Europe that is applicable to the burgeoning economies of Asia. As Asia's leaders pursue new ventures in complex issues—growing economic opportunity, protecting the environment, preserving heritage, insuring local values, and creating sustainable futures—the time is right to learn from Partners' experience.

Our colleagues and companions in America and Europe have made many errors in urban development, planning, design and development strategies, but through these mistakes *valuable lessons emerged*. Partners can transfer these lessons to help Asian leaders avoid the same mistakes. We also hope this can help your communities preserve their unique heritage, culture, environment, skills and values so that the global society is a mosaic of values that are unique, distinctive and appropriate for each country.

Under the leadership of our President and CEO Robert H. McNulty, Partners is seeking an Asian collaborator that is interested in associating with the Board of Trustees, past and present, and the work agenda of Partners—which is focused upon livability, quality of life, economic and social development. We seek to build a bridge of learning, cooperation and understanding between Asia and the Western communities.