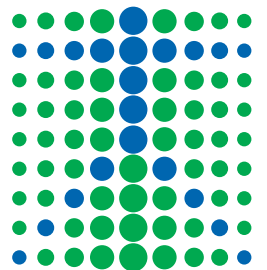# Community Assistance Guide
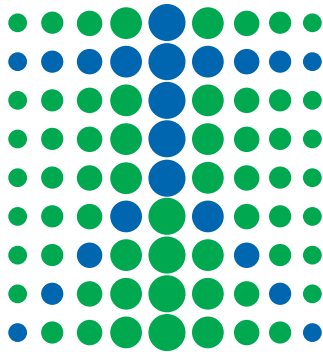
Partners for Livable Communities

Community Assistance Guide

www.livable.org

Partners for Livable
Communities

Partners for Livable Communities

Partners for Livable Communities, incorporated in 1977, is a national civic organization working to improve the livability of communities by promoting quality of life, economic development and social equity. Partners helps our nation's communities set common visions for the future, discover and utilize their cultural and natural resources, and build public/private partnerships to realize their goals.

Serving as a national resource and information center, Partners is a catalyst for civic improvements through technical assistance, leadership training, workshops, research, advocacy and public awareness. More than 1,200 organizations throughout North America and abroad comprise Partners' resource network. These alliances produce a powerful force to affect positive change in our communities.

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Center for Advanced Research
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Center for Design Planning

Center for Environmental Intern Programs

Center for Human Environments

Cincinnati Institute

Conservation Foundation

Educational Facilities Laboratories

Educational Futures, Inc.

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Founding Individuals

Patricia Jones

Ann Satterthwaite

In January 1977, leaders of 21 design and planning organizations met at the National Endowment for the Arts and proposed an information-sharing network that would become Partners for Livable Communities.

Introduction

Images from Partners' Shifting Sands grantees in Asheville, North Carolina; New Orleans, Louisiana; Ajo, Arizona; and San Jose, California.

For more than 40 years, Partners for Livable Communities (Partners) has helped communities improve their quality of life by jump starting economic and social development in towns and cities across America.

Amenities such as arts, culture, folklore, popular culture, humanities, and the natural environment, are the keys to making a community ideal for living and working. A community rich in quality of life is more likely to attract skilled workers, satisfied residents, tourism, and business investment. A livable community is a vibrant and strong community.

Partners is committed to helping communities become livable places for all their residents and workers. Partners' planning services build on a community's cultural and humanitarian institutions, natural resources, and physical design. Through Partners' community technical assistance program, cities and towns receive guidance on improving their economic development and social capital assets.

Testimonials from the White House

"I am pleased to add my words of encouragement to the efforts to create improved working relationships between business, local and state government and the arts."

—Ronald Reagan, 1982

"As we work to make every city and town in America a livable community, I'm glad to know I can count on your continued involvement."

—Bill Clinton, 1994

"I commend [Partners'] honorees for creating vibrant and productive communities that meet the needs of our citizens. I also applaud Partners for Livable Communities for more than 25 years of work to recognize the importance of strengthening our communities and enhancing our quality of life."

—George W. Bush, 2004

CELEBRATING
Champions
of
Livability

HONORING THE LEADERS AND COMMUNITIES
THAT SHAPE A LIVABLE, SUSTAINABLE
AND EQUITABLE AMERICA

Partners for Livable
Communities

THE NATIONAL PRESS CLUB • WASHINGTON, DC • NOVEMBER 12, 2018
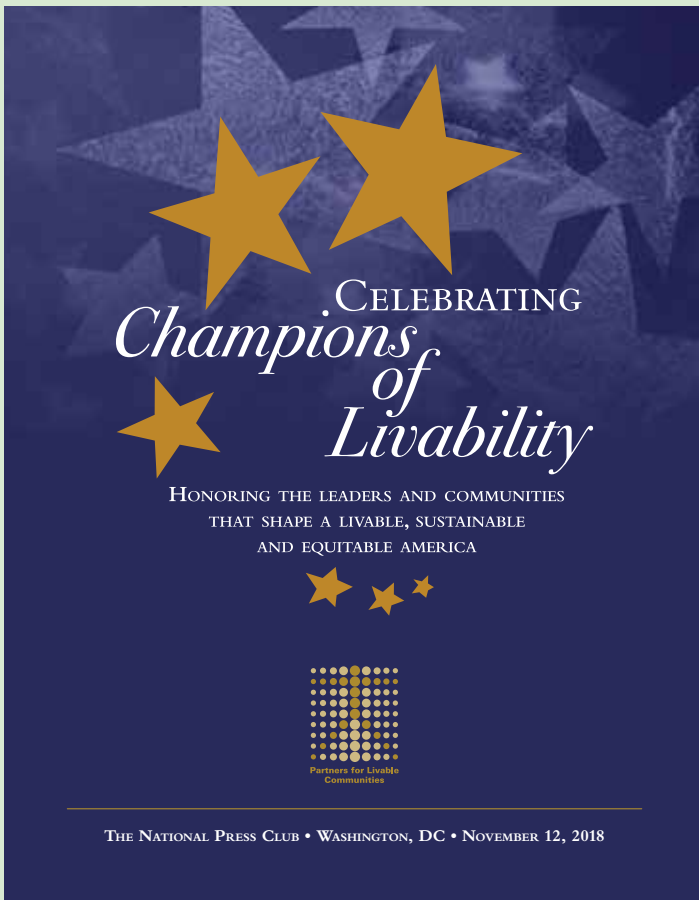
Jane Chu, Former Chair, National Endowment for the Arts (left)

John Taylor, President and Founder, National Community Reinvestment Coalition

David Holt, Mayor of Oklahoma City

Celebrating Champions of Livability

Honoring the Leaders and Communities that Shape a Livable, Sustainable and Equitable America

In November 2018 at the National Press Club, Partners for Livable Communities hosted "Celebrating Champions of Livability," a national awards program recognizing 23 individuals, four organizations and two communities for their role in shaping a more livable, sustainable and equitable America.

"Celebrating Champions of Livability" recognizes national leaders who have embodied the time-tested elements that Partners has woven together to define livability since its founding in 1977. Those elements of livability include: concern for older individuals; equal opportunity for all; amenities, arts and culture as assets; innovative economic development strategies; and bold municipal leadership.

For 40 years, Partners has celebrated the leadership of people, institutions and partnerships that have discovered unique assets that communities can build upon to become a more livable place. To learn more, visit www.livable.org.

Leadership and Visioning Training

✔ Leadership Training Sessions

Creating a leadership group that works together as a team can be a daunting challenge. Partners for Livable Communities lends its extensive experience in leadership training to help groups become effective stewards of their community. The sessions also include training on drafting a common community vision, building public support around your initiative, running productive meetings, team building, assessing your community's assets, and developing a flagship idea or community campaign slogan.

Groups may elect to have all or only some of the following sessions:

Effective Outreach Methods — Implementing a community improvement plan often depends on being able to effectively communicate the idea to the public, then gathering support for it. Partners' session on outreach methods outlines different approaches such as focus groups, goal committees, resource teams, and community charrettes. The training will highlight the difference between each approach, how to conduct outreach, and how to determine which method is most appropriate.

Meeting Management — This session equips participants to make their meetings more efficient and productive. Partners will illustrate how to keep a meeting running on schedule, on task, and how to resolve differences when they arise. This session also addresses how to write an agenda for a meeting, how to manage meeting logistics, setting discussion guidelines, and the elements of post-meeting follow-up.

The Richmond Renaissance

African-American and white leaders in Richmond, Va., had little experience working together when Partners was called in to help consider ways to revitalize Broad Street, Richmond's main thoroughfare. As a result of those initial meetings, Partners served as the neutral convener to form the "Richmond Renaissance Committee," the city's first biracial public/private development entity, founded to spearhead efforts to use cultural and recreation activities to lure more people and business downtown. Among the Committees' accomplishments are the Richmond Riverfront Development Corporation, the Richmond Community Development Corporation, the Education Project (an alliance between corporations and the public school to increase educational effectiveness) and numerous other community and economic development projects.

Broad Street in Richmond, Virginia.

Organizing the Leadership — Increasingly, leadership groups are composed of stakeholders from both the public and private sectors. This session will teach participants how to elicit cooperation from the public and private sector and how to use a group's diversity as a source of strength.

Drafting the Vision — The first step any leadership group should undertake is to define a common mission. A mission or vision statement gives the community focus, and it becomes the foundation for a strategic plan. Participants of this session will learn how to assess a community's needs and create consensus around the vision.

Assessing Assets and Opportunities — Communities sometimes do not take full advantage of their assets. An area may possess special labor force skills or a historic resource that is overlooked. These "missed opportunities" can become sources for community growth, but transforming a weakness into a strength requires that a community first assess its problem areas. Partners can conduct such an assessment, evaluating a community's strengths and weaknesses. As an outsider, Partners' assessment can lend valuable insight.

"Our five year relationship with Partners has led to improved community involvement, helped establish programs to tackle problem areas, fostered significant economic development, and made Marquette a better place to live."

—Stu Bradley, Mayor, Marquette, Michigan

✔ Visioning Training: The Starting Point for Pursuing Livability

Livability starts with a vision. A community vision, developed with wide community participation, can provide fresh ideas and afford opportunities to set priorities that the whole community can embrace.

Creating such a vision, and the strategic plan to implement it, is a complex process, a challenge for which we are uniquely qualified. Partners is experienced in managing that process and bringing the public and private sectors together to provide the greatest benefit to the community.

Visioning and strategic planning for community projects bring together stakeholders from across the community to create a vision for the future, define short- and long-term goals, and, in some cases, establish plans for action. Typically they link the public, private, and civic sectors together in the visioning process. Whether this process is called visioning or strategic planning, it is inherently a planning project, rather than an implementation effort. This visioning often leads to a series of initiatives that assists the community in dealing with economic development, neighborhood revitalization, education, or other areas.

"I joined the Partners for Livable Communities board because of my early work with the group and value the association that was offered during the Venture process which resulted in our riverfront becoming a unique place and a key element in our recovery… Thank you to Partners for helping us establish our goals and for the work which has brought many rewards to Chattanooga."

—Ron Littlefield,
Mayor, City of Chattanooga,
March 2010

"Deja Vision" in Chattanooga

In 1984, Partners was called to Chattanooga, Tennessee, to convene a series of community development meetings. From this was established Chattanooga Venture, an inclusive, broad-based public/private leadership group that followed Partners' recommendations and conducted an extensive community-wide goal setting program known as Vision 2000.

The plan that emerged from that program focused on revitalizing the city's riverfront, alleviating substandard housing, and strengthening health, education, and social services. Chattanooga Venture and Vision 2000 propelled into action 233 projects and programs; created 1,381 permanent jobs and 7,300 temporary construction jobs; served 1,551,000 people; and triggered $793,303,000 in public and private investments to fund projects like the Tennessee Aquarium, the Bessie Smith Hall, the Family Violence Center, and the Tivoli Theater renovation. The program also developed, financed, renovated, and manages affordable housing for more than 800 low- to moderate-income families.

✓ Visioning and Goal Setting

From the experience and success of Partners, several basic truths about community planning have emerged:

- Effective visioning and goal setting requires a civic body that spans all sectors of the community.
- Cooperation is defined by mutual self-interest.
- Mutual self-interest is understood broadly as the medium for community value.
- It is this civic leadership body that must set the goals for positive change for the entire community.

Partners helps new or existing leadership groups establish goal setting frameworks to create an agenda for sustainable economic development, social equity, and more livable communities as essential ingredients for civic progress. This complex visioning process involves planning for the long, medium, and near term future.

Visioning: The Long View

A typical community vision takes the long view. It is often a statement of where the community wants to be, or what it wants to be, as many as **20 years** in the future. That virtually assures a simple but powerful statement that is broad enough for the entire community to embrace.

"We want to be thriving economically in
20 years."
"We want to be a good community in which to live and raise children."

Statements like these are powerful and essential to a community's future. But they lack the hard edge of specificity. They don't say what will be done to make the community thrive economically; they don't spell out the steps to becoming a good community in which to live and raise children.

Visioning: The Shorter View

The specific tactics to achieve the strategic vision appear in shorter term statements and plans. While most good goal setting visioning programs look 20 years ahead and try to capture an empowering opportunity that allows for exciting citizen participation, a much smaller group of individuals must create a five-year plan consisting of how to begin building the dream, as well as a detailed one-year plan showing what resources have to be to put in place immediately.

A **five-year** program statement, for example, can set out goals and the actions to achieve them that will create the framework for the 20-year agenda. The **one-year** business plan can serve as the "ground-breaking" for the five-year plan and the longer term agenda.

The one-year agenda, the five-year plan, and the 20-year vision are essential parts of the overall visioning process. They are necessary, not only to initially gain public participation in the process, but to manage it and to see the overall vision to fruition.

Partners can help a community put in place a vision for the future, a five-year agenda, and a one-year management and investment plan that actually reaps tangible rewards from this process. As a strategic advisor, Partners may be the best consultant and resource your city has used in some years. To complement the process, Partners has a strategy called "New Civics" that brings together the key civic players to create an engine of progress to advance community action.

Convening Diverse Parties

Partners has always believed that the most effective civic planning and decision making requires a broad spectrum of interests and disciplines—developers, civic leaders, political officials, environmentalists, and others—represented by organizations and individuals.

Throughout the years, Partners' trademark has been the ability to define points of mutual agreement among all parties, and our work often begins with building a strong coalition of public and private leaders. This leadership group can be an ad hoc organization formed for the limited time, or it may develop beyond this loose structure to become a continuing catalyst to change within the region.

Partners most often encourages a long lasting and formalized coalition, but this type of structure requires coordinated civic leadership, which in some cases may need to be developed to help civic leadership attain this level of organization. To this end, we have established the "Trustees of Community" training program.

✔ "Trustees of the Community" Workshop

The "Trustees of Community" is a leadership body whose members are not necessarily elected or appointed but selected by virtue of the positions they already hold in the community. They are found on the boards of nonprofit, governmental, civic, social, religious, and other organizations. This leadership body needs to take on the challenge to form a second larger body that is a fair and inclusive group—including members of the public, local businesses, volunteers, nonprofits, governments, corporations, foundations, and advocate groups—to define the need for creating a strategic process for setting a vision and a goal.

There are key players needed in any community. Of special importance are community foundations. They can be building blocks, neutral gathering points, and pump primers for fundraising. The news media is also essential to success. Any media that criticizes risk taking damages the opportunity for a citizen's future. A supportive media can lay the groundwork for change and opportunity without compromising the integrity of their reporting.

Partners offers a series of two-day workshops to foster civic involvement and leadership. The series, called "Trustees of the Community," trains leaders from cities that are considering development and revitalization strategies. One set of workshops addresses different roles and responsibilities in the New Civics. Another set assesses a community's indigenous civic resources, tools, and techniques. Workshops are moderated by Partners' members, with special guest speakers from towns and cities experienced in New Civics.

New Civics

The conventional modes of governing communities—the top-down, centralized method—simply will not address all the needs of communities. From citizen action groups to decentralized planning methods, and from major private sector motivation on community investment to community-oriented policing groups, the role of leadership has taken on a different meaning. Partners calls these stakeholders and the public-private partnerships they forge for the common good of all the "New Civics." Partners promotes New Civics as a successful leadership strategy in every program it develops.

"They talk of cultural planning, art, music, and the performing arts enriching the community many times over. They talk of the 'green of the city:' parks and open spaces which are places for recreation that can support neighborhood identity—waterfronts and river walks."

—Henry G. Cisneros, Secretary, U.S. Department of Housing & Urban Development, 1991

☑ "Community Futures Goal Setting" Forums

Partners can provide "Community Futures Goal Setting" forums for communities that have not yet agreed upon an agenda for their future. The forums can be offered in the community itself, or in cases that call for a less politicized environment, a neutral setting.

The nature of power and conflict in any community often makes it difficult for leaders to establish viable planning options. The need to meet different priorities within the communities often leads to a crazy quilt of local legislation that works at cross purposes for the region. Sometimes the barriers to creating a shared vision can be nearly insurmountable.

Goal setting opportunities make the process rational and feasible for the community, its leaders, and its residents. The process may sound simple, but it demands discipline and creativity. Goals must be arrived at through an inclusive process. Realistic time tables and budgets must be established. Roles and responsibilities must be clearly defined. Once everything is in place, there must be strict adherence to them. Partners' role is to provide consultants and ideas to help a community identify its potential, the obstacles to its progress, and ways around or over the impediments.

Community participants in one of Partners' Shifting Sands program events in New Orleans.

☑ Managing Public Participation

The hardest part about such a vision or goal setting process is that too often the process produces a mountain of citizen involvement which can result in stagnation; or the idea of public participation is to have public meetings at 7:30 p.m. on school nights in city buildings where no one turns up but the chronically involved.

Managing participation avoids both problems. However, it should be noted that managing participation is not the same as manipulating it. Managing participation creates a strategic agenda that intensively asks people for their involvement. That agenda provides many opportunities for involvement—focus groups, brainstorming sessions about particular sites or issues, forums (held in the places where people are —churches, community centers, even laundromats).

Focus groups represent a personalized, intense kind of survey in which the potential beneficiaries and users of a civic project evaluate it, listing their expectations and needs and indicating the degree to which the project fulfills them.

✔ Branding and Marketing Services

Partners can develop and coordinate a marketing campaign or public relations strategy to effectively serve the promotional needs of a single project or an entire city. This can include such services as local and national multimedia campaigns, and the design and production of brochures, posters, and other promotional materials.

Partners conducted a charrette in Brea, California, at the request of the city manager. The task was to create public involvement in a 23-acre downtown area under urban renewal. Partners, in conjunction with commercial firms, developed a process whereby the citizens would have a weekend to express their views. Developers were also invited to participate. The participation of local citizens ensured that the project had widespread neighborhood support and incorporated local concerns.

Success in Downtown Renewal: Indianoplace? Not any more!

In the early 80s, when Indianapolis was jokingly referred to as "India*no*place," the Greater Indianapolis Progress Committee (GIPC) turned to Partners for help. After GIPC leaders and Mayor William Hudnut attended a number of Partners' conferences and study tours, they asked Partners for advice on how to revitalize the downtown area and attract tourist and convention business. Working together, GIPC and Partners came up with a development and public relations strategy around sports and "amenity resources."

What followed was a textbook example of a city turning around. Construction of the Hoosier Dome stadium, refurbishment of the old City Market, restoration of the old Union Station as a festival marketplace, and other efforts have made downtown Indianapolis the place to be. According to a 1987 National Geographic Magazine article (which Partners helped place as part of the public relations strategy), behind the "sizzle" of marketing and public relations were some "solid economic gains." Unemployment, at 11% in 1983 was down to less than 5% in 1987. Nearly 1,500 jobs were created downtown. More than 40 office, hotel, and housing projects were completed, and convention business has tripled since 1984.
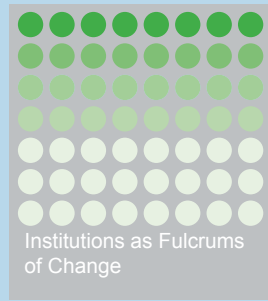
Institutions as Fulcrums
of Change

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

Institutions as Fulcrums
of Change

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, and also provide 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.

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 & Familes
- 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.

Creating the Healthy Community

Using All Assets: Civic Institutions As Fulcrums of Change

Examples of Best Practices

The enclosed document contains best practices from a range of conventional institutions that have expanded their activities to help improve health and wellness in their community. Each example listed emphasizes at least one of the following constituencies: distressed communities, at-risk youth, and the vulnerable elderly population.

Partners for Livable Communities

TEAM BUILDING WORKBOOK

USING ALL ASSETS TO MOBILIZE RESOURCES AND CREATE A HEALTHY MCCOMB-VEAZEY

McComb-Veazey
NEIGHBORHOOD

FoodNet
FOOD BANK OF LAFAYETTE, LA

With Support from

THE KRESGE FOUNDATION

Health and Wellness in a Caring Community

Partners brings together key stakeholders to share knowledge that provides a focal point to raise the level of discussion on what matters most to citizens and communities. Health and Wellness in a Caring Community brings together experts for dialogue and debate aimed at overcoming barriers and identifying possible solutions for meaningful change that can improve people's overall health and well being. Partners has targeted the following six outlets for improving the health and well-being of communities.

1. Physical Wellness

Physical wellness indicates a high level of endurance, flexibility and strength. It incorporates daily exercise through cardiovascular and muscular activities. Also, physical wellness entails an understanding of the body's balance by being able to adjust one's lifestyle appropriately to his/her environment. Physical wellness is also concerned with developing personal responsibility for one's own health care, such as caring for minor illnesses and knowing when professional medical attention is needed.

Developing physical wellness empowers a person to monitor his/her own vital signs and understand the body's warning signs. A physically well person also has knowledge of common medical practices and routinely exams his/her body. Physical wellness is more of a traditional type of wellness that focuses on looking and acting healthy through constant care of the body: exercising, maintaining medical examinations, adapting one's physical behavior to new environments, and avoiding consumption of toxins and drugs.

2. Mental/Emotional Wellness

Mental and emotional wellness focuses on an acceptance and agreement with one's emotions and feelings. A person needs to reach a high level of self-respect and dignity, as well as a balance between the mind and body. Issues focus on agreement and balance within the body's mind and spirit; one needs to achieve happiness or self-contentment.

Mental wellness also incorporates some ideas of social wellness, as one needs to maintain a sense of mutual trust and respect for other people in order to build self-confidence and self-respect. A broad definition is a type of wellness where the person is emotionally stable, mentally sound and able to control his/her emotions. With many Americans now feeling a sense of isolation and post-traumatic stress syndrome (particularly among veterans), it becomes all too important for institutions to help integrate and support the social and mental wellbeing of the entire community.

3. Lifestyle Wellness

Lifestyle wellness does not have a definite, agreed upon route or direction for accomplishment. Lifestyle wellness incorporates many different dimensions of wellness, but deals mostly with having a balanced lifestyle. A balanced lifestyle is one in which a person participates in a variety of activities from exercise to learning to cultural pursuits. Every person has a different idea of what a balanced lifestyle includes. Some may feel it is more important to include many physical activities, whereas others might think it is better to participate in intellectual activities.

Many facets of wellbeing can come from a transition into lifestyle wellness. Programs that support intergenerational interactions can support the social and mental wellbeing of older adults. While education and intellectual wellness can result from a change in one's own personal and balanced lifestyle.

4. Social/Relational Wellness

Social wellness incorporates dimensions of family and relationship wellness. Not only does it focus on a healthy interpersonal relationships, it also ties between community and the environment. Social wellness incorporates activities that help to improve the community and maintain a stable environment.

The focus includes developing, restoring and nurturing healthy relationships with family, friends, house residents and the community at large; as well as identifying, exploring and adopting healthy recreational activities that can contribute to the overall wellbeing of an individual.

5. Nutritional Wellness

Nutritional wellness has been and still is a major topic in American society; especially as the demographics continue to grow and shift. Many people include nutritional wellness in physical wellness, but it has grown to become its own pressing issue in the U.S. It deals with maintaining a balanced diet as well as awareness of what is good and bad for your body. Eating properly to maintain good health and avoid illness is a necessity.

Furthermore, obesity has reached a crisis level. This nation-wide epidemic is at the root of many chronic diseases later in life, and many diseases—heart disease, stroke, diabetes and some cancers—that are leading causes of death. More than one in three adults and one and six children are obese.

Nutritional wellness supports communities where a particular income can influence one's ability to develop type-II diabetes. A balanced diet through education and supportive means can help foster healthy childhood development. Sustainability factors prominently into the plan as healthy lifestyle change is a process that takes place over a period of time. In addition, working to help communities adapt to new means of nutritional wellness in their community can bestow the valued asset of lifelong lessons that allow communities to grow and age in a healthy manner.

6. Educational/Intellectual Wellness

Intellectual wellness is demonstrated through a lifelong pursuit of knowledge and questioning of facts and beliefs. It is the idea that people need to actively maintain their brain and mind through intellectual stimulation. This type of wellness can be achieved through educational classes throughout life or through conversation or reading on a daily basis. Educational wellness also includes increasing the intellectual/educational wellness of others, perhaps through cultural or historical enrichment. It incorporates an awareness of a person's surroundings and how to make use of the resulting observations. Intellectual wellness can be achieved through cultural and creative means such as learning art techniques or other avenues to express creativity.

Arts Organizations & Public Health

Developing Relationships and Programs
to Address Local Health Priorities
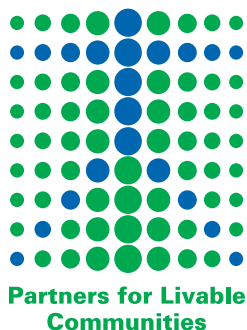
Partners for Livable Communities

Using All Assets

Creating the Healthy Community in the **Greater Salt Lake Region**

Exploring Options to Improve the Health and Wellness of the Region's Low- and Moderate-Income Youth and Older Adults

February 12-13, 2016

Partners for Livable Communities

With the support of American Express Financial Services

Partners for Livable Communities

Services of Hands-On Help:
Charrettes on Community Development

Charrettes on Community Development

Some communities may require immediate fixes to the problems they are facing, but desire an innovative solution with hands-on help. Partners for Livable Communities can organize a charrette, a 2-3 day workshop and brainstorming session, that focuses solely on one community issue. Clients discuss the problem with Partners, acting as the facilitator, and the charrette concludes with setting goals for solving the issue. Partners provides the expertise, drawing on its trustees, core members, and a roster of technical assistance consultants. All local meeting arrangements are the responsibility of the contracting community.

Partners has coordinated charrettes in many cities that resulted in renewed commitment to a public issue. For example, our Community Planning Charrette for Fontana, California, contributed to the initial planning for a new government/civic center complex. Partners designed a participatory process to involve citizens in the idea and programming phase of the project, using focus groups and a design charrette. The project generated community interest and a design that reflected the citizens' desire to capture a sense of community and a link with their rich agricultural heritage.

A Previous Partners Charrette

A one-day project examined the site of an 18th century brewery in central Baltimore to generate workable, low-cost design ideas for the site that would sustain its public education function, provide a continuous link with other nearby historical sites, and be relatively maintenance free. The consultation, undertaken with the Baltimore Center for Urban Archeology, also advised the City of Baltimore how history could be integrated into a new community development.

Sample Charrette Topics

✔ New Idea Corps: Implementing Best Practices in Your Community

This service looks at a narrow issue raised by the client and applies a solution that has worked in other communities. Partners' consulting team meets with local leaders to discuss how the best practice should be adapted to the local culture, geography, economics, and political climate. At the end of the first or second day, Partners' consultants will deliver a written implementation strategy.

✔ Design/Development Charrette

Partners offers assistance with a design or development issue in your community through its design/development charrette. The charrette is run by a group of professionals from diverse fields such as design, engineering, transportation, planning, and economic development. A charrette can range from 1.5 to 3.5 days and can be organized for broad community involvement.

Placemaking: Designing and Planning Physical Spaces

Communities can create distinctive places. Partners' Placemaking service helps communities design and landscape a distinctive place that enhances their identity. Work is conducted through a charrette composed of architects, designers, historians, and planners. Members of the charrette identify key themes to be highlighted and invite local artists and designers to work with them to design the new civic space.

City Gateway Assessment

Many communities have a less than adequate city gateway. Partners can organize a nationally prominent team of consultants to design a thematic forum exploring a quality entry for your community.

Amenity Assessment and Planning

For more than four decades, Partners has pointed the way to economic and civic growth for communities here and abroad. The means by which this growth is fostered is what we call amenity planning—the development of those city assets that make a city a better place to do business, to live in, or to visit. Partners helps communities take an objective look at their local resources and uncover assets that could be promoted as a competitive advantage.

> *"The beautifully and minimally landscaped area [for Maya Lin's sculpture environment for downtown Grand Rapids] leads pedestrians toward a refurbished and newly active Monroe Mall. This was the original intention of Frey Foundation in bringing in Partners for Livable Communities' professional team. Their ideas and research in the community became a fruitful beginning."*
>
> *—Joyce Pomeroy Schwartz, 2001*

Why "Charrette"?

One strategy of the charrette is time compression. For four to seven days, participants work together in brainstorming sessions, sketching workshops, and other exercises through a series of feedback loops. Meetings take place both day and night, with participants coming together as a group at set times or breaking off into small working groups. Behind the scenes, the core design team works continuously. The entire community, however, does not need to take several days off to participate. Most stakeholders attend scheduled meetings.

The charrette process can be adapted to fit different projects, but all charrette initiatives use the same basic strategy—planners involve as many stakeholders as early as possible in a set of short, intensive design meetings. In these collaborative, hands-on sessions, participants help planners root out potential problems, identify and debate solutions, and create a buildable plan. The charrette process compresses planning into a matter of days and brings all the stakeholders—and all the issues—into one room. In the face of so much information, expertise, and expectation, it's hard for developers, designers, and community participants not to pitch in and create a workable plan.

The Charrette Process: A Dynamic Alternative to Conventional Planning Processes

The charrette process brings speed and public trust to planning initiatives. When using conventional processes, planners typically involve the public by holding a series of single-evening meetings spaced a month or two apart. At that pace, the process of creating a public vision and designing a suitable plan usually takes six months to a year. As the process drags on, different people often attend different meetings, forcing planners to spend more and more time explaining the project's purpose and challenges.

Planning and executing a charrette can also take months, but the most important part of the project—the planning of the basic design—happens quickly. Participants' work is rewarded with swift results, creating a sense of community-wide accomplishment. As design plans evolve, excited citizens and business leaders stop each other on the street to discuss what's coming to the neighborhood or rehash what they accomplished.

"For Grand Rapids, I think I started thinking about the city and its proximity—it's two blocks away from the river that gave it its name. The Army Corps of Engineers broke the rapids, so that the city would stop flooding. I just started thinking in the back of my head about water."
—Maya Lin

In addition to boosting creativity, this interactive alternative to the usual show-and-tell can overcome community resistance to new development. In many communities, traditional processes have not resulted in designs that reflect the public's input. Even when developers have a good rationale for ruling against certain suggestions, leaving the public out of the decision-making process fans distrust and resentment. People tend to be on guard, anticipating a project that will make things worse rather than better. And without reason to feel enthusiastic or hopeful about affecting a project's outcome, people often stop attending planning meetings or only show up to block crucial decisions.

Perhaps the greatest weakness of conventional planning processes is shortsightedness. Single meetings tend to address discrete aspects of a project. For example, the department of transportation will design its part without considering how residents will walk to surrounding neighborhoods or without assessing business owners' needs. By contrast, charrettes bring together all relevant disciplines to create a plan that balances transportation, land use, economic considerations, and environmental issues.

Community Assistance Guide
Aging in Place

America is facing the aging of the largest demographic cohort in its history. The aging of baby boomers over the course of the next three decades will have a direct and dramatic impact on every community in the nation. By 2030, 70 million Americans—twice the number in 2000—will be 65 and over. At that point, older Americans will comprise 20% of the U.S. population. This unprecedented demographic tsunami will pose challenges and opportunities for America's communities.

The aging tsunami will increase demands for new and different forms of:
- housing
- transportation
- healthcare
- public safety
- employment

The aging tsunami will provide new resources for:
- economic growth
- arts & cultural activities
- civic engagement
- lifelong learning centers

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.

"When people understand that they are stakeholders, they will come out of their silos and work together to address the issues."

—Aging in Place Workshop participant, Tampa 2007

Partners' 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

To help cities and counties better meet the needs of their aging population, and to harness the experience and talent of their older citizens, five national organizations joined forces in 2005 and 2006 to identify ways to prepare for the aging of this population. Known as "The Maturing of America: Getting Communities on Track for an Aging Population," the project was led by n4a, in partnership with Partners, the International City/County Management Association, the National Association of Counties, and the National League of Cities.

The initiative was funded by a grant from MetLife Foundation. In the project's first phase, Maturing of America partners surveyed 10,000 local governments to:
- determine their "aging readiness" to provide programs, policies and services that address the needs of older adults and their caregivers;
- to ensure that their communities are "livable" for persons of all ages; and
- to harness the talent, wisdom and experience of older adults to contribute to the community at large.

The survey found that only 46 percent of American communities have begun to address the needs of the rapidly increasing aging population. The survey results show that although many communities have some programs to address the needs of older adults, few have undertaken a comprehensive assessment to make their communities "elder friendly" or livable communities for all ages.

Partners' Aging in Place Publications

download at www.livable.org

Technical Assistance Offerings

Partners for Livable Communities can offer your community the following Aging in Place (AIP) offerings that cover a variety of services from introducing the issues and starting dialogue among community leaders to engaging the broader community and creating action plans. Partners will work with each community to identify the appropriate individuals and organizations to have involved in the process. These programs are also flexible and can be tailored to meet the needs of individual communities by combining offered programs or negotiating other services. Most offerings range in price from $5,000 to $30,000 to cover staff time, travel expenses and materials.

✓ AIP 101: Understanding the Issues ($5,000)

Partners will brief your community on the impact of older adults on major economic, social and physical agendas in all communities across the country.

- A senior Partners staff member will come to the community for a speaking engagement.
- Participants will be able to receive copies of supporting materials.
- Client can choose to have light reception after the speaking event where Partners will talk with attendees.

✓ AIP 102: Knowing the Issues and Beginning the Discussion ($9,500)

Partners will give an overview of the impact of older adults on your community and the nation as a whole. After this presentation, a senior Partners staff member will facilitate a discussion on the key issues of your local community. This will enable you to quickly identify the issue areas and allow a professional facilitator to guide your community to the highest priorities.

- A senior Partners staff member will come for speaking engagement and facilitation.
- Participants will be able to receive copies of speech or powerpoint presentation.
- A summary report will be given to community three weeks after session.

✓ AIP 103: Initial Facilitation Meeting ($15,000)

Your community knows the influx of older adults will affect your community but you aren't sure of the steps you need to take or even if it is necessary to begin planning. Partners can explain how the aging population will affect the entire social, physical and fiscal fabric of your community; help you get initial community buy-in; and capitalize on how your aging population can be a community asset.

Standard Schedule

Day 1 (Full Day):
- Understanding the issues within your community (Steering Committee)
- Narrowing down a "banner issue" for your community (Steering Committee)
- Applying the assets (Steering Committee)
- Cause statement (Steering Committee)
- Additional players (Steering Committee)
- Afternoon tour of community
- Evening event (optional)

Day 2 (1/2 Day):
- The new players (Steering & Stakeholder Committee)
- Action plans: 90 days to 5 years (Steering & Stakeholder Committee)

Details:
- Partners staff will spend a day and a half strategizing and working with community stakeholders. Communities can choose to deviate from standard schedule.
- Partners will provide a debriefing, session report and follow up phone calls.

Participant at Partners' Aging in Place Workshop in Kansas City, Missouri.

☑ AIP 104: Engaging the Broader Community for Your Demonstration Project (fee as negotiated)

Sometimes it is difficult for a community to rally around a specific project. By using an Asset-Based Community Development model and marketing to unlikely partners that may have similar long-term goals, Partners will be able to engage a broad community in working to create a livable community that supports people of all ages, backgrounds and socio-economic levels. Partners has 30 years of experience in creatively uniting communities for desired results.

Standard Schedule

Day 1 (Full Day):
- Explaining the Aging in Place program to the community at large
- Explaining issues to the community at large
- Discussing the demonstration plan
- How can you help?
- Next steps for a successful project

Details:
- Partners staff will spend a day facilitating a community meeting and energizing community members. Communities can choose to deviate from the standard schedule.
- Partners will provide a debriefing, session report and follow up phone calls.

☑ AIP 105: "Putting Planning into Action" Meeting (fee as negotiated)

Your community is aware of the aging demographics and know you must address some challenges. You have an operational group and number of areas that require work but you need assistance on translating these challenges to some short-term action steps that will engage your citizens and maximize local publicity. Partners will examine your challenges and provide examples, support and facilitation to select several short-term action plans (accomplished in eight months or less) that can motivate the group without taxing financial and time resources. We will also work with the group to create long-term action plans. Partners will guide your community to prioritizing the action plans and help you leverage other plans within the area to gain further strength.

Standard Schedule

Day 1 (Full Day):
- Review challenges facing community
- Review what is already happening
- Discuss action plans and develop some short-term strategies
- Develop some long-term strategies
- Prioritize short-term goals
- Prioritize long-term goals
- Learn how to celebrate!

Details:
- Partners staff will spend a day brainstorming and prioritizing with community stakeholders. Communities can choose to deviate from the standard schedule.
- Partners will provide a debriefing, session report and follow up phone calls.

Imagining Cultural Strategies

for Houston's Older Adults and Immigrants

Partners for Livable Communities

Mature Worker Retraining

A survey of best practices addressing the aging US workforce, looming labor shortages, and shifting labor preferences. Practices have been collected from public programs, private and non-profit initiatives, college programs and curricula, legislative and executive research, and think tank research. Key supporting facts and figures are also included.
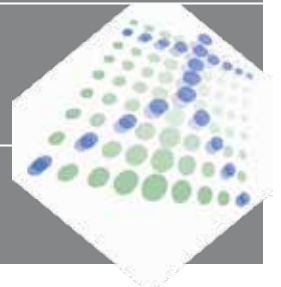
Embracing Aging

Making York County a Community for ALL Ages

An initiative of the York County Community Foundation

Fall 2013

Mobilizing Culture to Build Community: Strategic Planning Service

Partners' Culture Builds Community grantee in Houston.

What Is Culture Builds Community?

Culture Builds Community is a framework for creating stronger communities by recognizing the unique potential that libraries, museums, zoos, parks, local cultural centers, and the visual and performing arts hold for addressing the community needs. These local cultural assets are valuable tools for confronting many troubling social issues to enhance aspects of human, economic, social, and physical development.

Partnerships between arts and non-arts entities in utilizing cultural assets have proven themselves effective at:
- Improving the outcomes of at-risk youth
- Stabilizing or revitalizing distressed neighborhoods
- Contributing towards job creation
- Promoting racial understanding
- Improving neighborhood design
- Bridging the inequities between suburban and inner city life

Very few civic resources work as efficiently and in so many ways. However, communities still struggle against the deeply embedded notions that arts and culture are a frill to be addressed once serious issues have been resolved. This initiative works to overcome this misconception and stimulate more cultural community projects by working with non-arts leaders to use the arts more effectively and working with arts leaders to better understand the goals of community.

As proponents of culture in communities, Partners for Livable Communities works with such organizations as the Asset-Based Community Development Institute, the Ford Foundation, the National Reinvestment Corporation, and the Local Initiatives Support Corporation to further these goals.

"The final Greater Downtown Tuscaloosa Plan references the 'culture builds' initiative as a major influence and recommendation of the arts and culture into the economic fabric of the central business district…This is a major achievement of infusing cultural assets into planning for Tuscaloosa."

—Johnnie Aycock, President & CEO, Chamber of Commerce of West Alabama, 2010

With this strategic planning service, Partners facilitates action-oriented sessions between important community stakeholders in settings from small towns to entire regions.

These stakeholders include arts organization representatives, entrepreneurs, business leaders, government officials, funders, community members, and many other civic and community advocates. This process will ultimately produce a set of community priorities, ideas for potential partnerships, and plans for short- and long-term implementation.

Partners' Approach to Culture Builds Community

Explore the impact of arts and cultural resources in:

- Youth Services and Family Support
- Finance and Regional Strategies
- Training and Leadership Development
- Social Capital and Community Empowerment
- Community Design and Planning
- Economic Development and Jobs

Benefits:

- Jobs
- Investment Opportunities
- Self-esteem
- Academic Achievement
- Pride
- Revitalization
- Anti-graffiti
- Beautification
- Business Development
- Regional Bridge Building

People Involved:

- Visioning Committee

  A core group of 7-10 community representatives who voice concerns and issues

- Strategic Team

  Partners staff and team of 4-6 experts* to be selected according to community interests and needs

- Participants

  Arts organization representatives, entrepreneurs, business leaders, government officials, funders, community members, and many other types of civic and community advocates

  * Experts include a select number of individuals from Partners' collaborators, trustees and associates as well as others identified by the community

Putting Culture to Work for Economic and Community Development

Partners' Culture Builds Communities strategy uses a community's cultural assets as the foundation for stimulating economic growth and livability. Participating communities will receive guidance on becoming dynamic, exciting, and caring places, through the use of cultural resources. Culture Builds Communities is designed to impact the economic, social, regional, financial, human capital, and downtown resources for the client community. In a four-day residency session, Partners will assess the client's current uses of culture as they relate to people, place, jobs, finance, leadership, and "branding" for its region. The assessment panel will be composed of seven to nine professionals who will evaluate opportunities taken and not yet realized. The panel will then develop a strategic plan based on culture as a source of community value. Clients will also receive a timeline for implementing the recommendations.

The short-term timeline will delineate the first year of using arts, culture, and design elements to affect human capital, economic development, image, regional cooperation, social mobility of neighborhoods, and key anchor tenants downtown. Longer-term goals will be outlined in a comprehensive action plan that covers three years. The action plan will be presented to a community forum and during a strategic planning retreat for citizens and public stakeholders.

Partners follows a three-step process to implement Culture Builds Community:

Step 1: Partners will meet with city officials and executive directors of nonprofits and arts organizations in minute interviews to gain insight on the climate of the city/region, relevant workable issues, and the scope of the project. Research and site visits will be conducted leading up to the four-day residency session. Partners will contact a team of expert consultants.

Step 2: Partners decides on the best course of action. Logistics of the day session are organized. Partners confirms the roster of expert consultants and briefs them on the clients' needs.

Step 3: Week of Residency Session

- Day l: Brainstorming sessions between Partners staff, expert consultants, and city officials.

- Day 2: Consultants will make presentations to a larger working group based on their area of expertise and what they have learned about the city. Breakout sessions are formed to analyze the issue from different viewpoints.

- Day 3: Continuation of breakout sessions.

- Day 4: Groups are reconvened. A representative from each group will present the recommendations to fellow participants. Consultants will guide the group to combine the recommendations into one visioning statement.

Sample Outline Of Strategic Planning Process:

Step 1: Local community forms a Visioning Committee.

Step 2: Partners reviews and researches key programs and documents from organizations around the community.

Step 3: Partners collaborates with the community to define issues and outcomes of the planning process.

Step 4: Partners selects experts for the Strategic Team.

Step 5: Partners meets with the Visioning Committee to solidify goals and define agenda for the four-day (approximated) working session.

Step 6: Partners develops program and background materials.

Step 7: Partners and Visioning Committee build a strategic plan.

- Day One—Getting Acquainted: Partners introduces the program and the Strategic Team presents sample case studies to the community. The Strategic Team performs site visits for evaluation and meets with the Visioning Committee.

- Day Two—Working with the Community: Participants break down into focus groups on specific issues and brainstorm challenges, opportunities, and priorities. Focus groups then share their resolutions with all participants.

- Day Three—Presenting a Vision: The Strategic Team presents on the issues from the previous day and participants identify which priorities and action steps are viable.

- Day Four—Wrapping Up: The Strategic Team and members of the Visioning Committee present initial findings, including an outline of specific action and funding strategies for achieving priority objectives.

Step 8: Partners prepares draft final report to include:

- Action steps based on a combination of community issues
- Strategies for implementing and maintaining partnerships among community resources
- An action schedule
- Best practices
- An overview of the charrette process

Step 9: Visioning Committee reviews draft report and Partners prepares final report.

Step 10: Public presentation of final report.

Step 11: Community takes plan into action!

Why choose Partners for Livable Communities?

Partners has 40 years of experience answering the question of how culture can build communities. Originally founded as part of the National Endowment of the Arts, our roots are in arts and design.

We have worked on the city, county, and state level in over 200 locations in the United States and over 50 international sites. No other group in America combines our level of experience with a people-based approach to engage communities in arts and culture.

Culture Builds Community Technical Assistance Grantees (since 1993)

Philanthropic
Eugene & Agnes Meyer Foundation
Ford Foundation
Greater Kansas City Community Foundation
Heinz Endowment
Kellogg Foundation
The Kresge Foundation
MetLife Foundation
Pew Trust
The Rockefeller Foundation
San Francisco Community Foundation
Surdna Foundation
William Penn Foundation

Corporate
Ally Bank
American Express Financial Services
Bank of America
BB&T Bank
Citigroup
E*TRADE Bank
Synchrony Bank
Wachovia Bank
Wells Fargo Bank
US Bank
Zions Bank

Civic
Arizona Commission on the Arts
Boise, ID
Charlotte and Mecklenburg County, NC
Chattanooga, TN
Hillsborough County, FL, City-County Commission
Lafayette, Louisiana
Orlando, FL
Salt Lake City, UT
San Diego Commission for the Arts
Teaneck, NJ

Joint Ventures
AARP
American Association of Museums
American Library Association
Americans for the Arts
Audubon Institute
Forum for Youth Investment
National Association of Area Agencies on Aging
National Recreation and Parks Association
Neighborhood Housing Services
NeighborWorks America
Project for Public Spaces

Shifting Sands Initiative
Hawai'i Arts Alliance/The ARTS at Marks Garage
Honolulu, Hawai'i

Ashé Cultural Arts Center
New Orleans, Louisiana

Bindlestiff Studios/South of Market Community
Action Network (SOMCAN)
San Francisco, California

Center for Creative Community Development
(C3D)
North Adams, Massachusetts

International Sonoran Desert Alliance
Ajo, Arizona

Movimiento de Arte y Cultura Latino Americana
(MACLA)
San José, California

Nuestras Raices
Holyoke, Massachusetts

Project Row Houses
Houston, Texas

Queens Museum of Art
Queens, New York

Art, Culture, and Neighborhood Change: The Shifting Sands Initiative

A Joint Venture of the Ford Foundation and Partners for Livable Communities

The sands are shifting rapidly in America's fast changing neighborhoods. Whether because of new development, revitalization plans, or varying populations, profound differences of language, culture and vision pose big hurdles to building 21st century social cohesion. Arts and cultural groups including museums, community-based arts/cultural organizations, and others can help to break down these hurdles by using the languages of art and culture to broker common identity and facilitate shared vision.

The basic idea is that arts organizations that are receptive, creative, and resourceful can apply their talents to turn neighborhood tensions into opportunities for interaction. Rooted in their neighborhoods, and working in ways that naturally foster trust, they can build community participation and boost residents' prospects for upward economic mobility.

The Shifting Sands project tests five assertions:
• Arts and culture organizations can act as curators of neighborhood identity.
• Arts and culture organizations can encourage meaningful social integration.
• Arts and culture organizations can help promote upward mobility for all people.
• The creative methods of the artist can be applied to community development.
• Arts and culture organizations can help all voices to have a say in the shaping of neighborhood change.

Through a thoughtful process of neighborhood engagement Shifting Sands builds a common vision, creates tolerance and respect, and strengthens economic outcomes in rapidly changing neighborhoods.
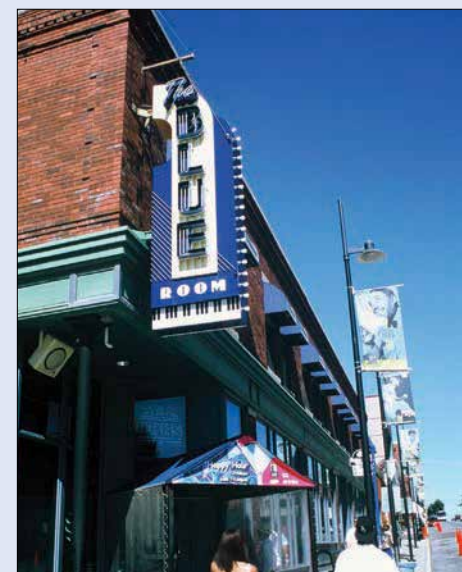
Project Row Houses, in Houston, a Shifting Sands grantee

Case Study: 18th and Vine

In 1989, the City Council of Kansas City, Missouri, introduced a multi-million dollar plan to reinvigorate the former center of commerce and culture for Kansas City's African-American culture. However, political differences stalled the progress of the project, and Partners was asked to coordinate strategies to help eliminate the obstacles blocking the neighborhood's renaissance. Partners convened experts in the area of neighborhood revitalization and generated an in-depth plan on how to make 18th & Vine a business magnet and a must-stop location for tourists and city residents. Participants included a wide range from civic officials to economic developers to cultural advocates. Together they discussed cultural strategies, community impact, and implementation strategies.

Today, the 18th & Vine district has become a hub of African-American heritage and culture, and it has used this heritage and culture to ignite further economic development. The district is now anchored by the American Jazz Museum, the Negro Leagues Baseball Museum, and the renovated Gem Theater. Additionally, the district has begun to attract a wide range of new housing and public and private investment.

Top left, counter clockwise: Gem Theater, Mutual Musicians Foundation, Blues Room, and the American Jazz Museum.

Arts, Culture and Youth
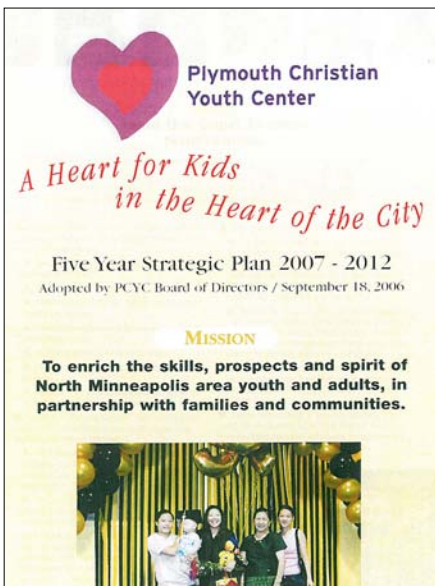
Three-phase Technical Assistance Program

In 1998, Partners for Livable Communities began working on how culture can serve as a tool for youth development. Today, Partners has developed a set of action steps for achieving a dynamic and effective arts-based youth development program.

✔ Phase One: Getting Started ($2,500)

Robert McNulty will work with the community to create a constituency (city council, school boards, nonprofits, etc.) interested in using arts and youth as a community-building tool. The ArtShow book and video and results from research will be highlighted at this state.

✔ Phase Two: Developing Community Alliances ($15,000 / 2-6 months)

Partners will assist community foundations in convening a broad scope of stakeholders. This round table discussion will help to develop strategies for the creation of a collaborative youth program that uses arts and culture as effective tools. This stage includes project brainstorming and community input, and interaction with Partners and youth will be available to community representatives. Partners and youth will also be available as a sounding board to help communities think about the feasibility of a youth development project as well as economic, transportation, and location issues. At this stage, communities will develop a strategy guide or a set of model steps for a program plan that would allow them to further fundraise for project implementation. This stage will consist of a series of visits to culminate into a full-day weekend workshop.

✔ Phase Three: Getting Underway ($40,000-$50,000 / 6-9 months)

At this level, communities will implement a plan for a youth and community development program particular to their community. Partners' staff will be available for: working site visits to the communities; responding to local needs and queries; and helping to ensure ongoing evaluation and assessment of the process. Local staff is the primary component at this stage; however, a national network of professionals working with youth and community development through the arts will be created for additional support.

"I can't wait to fill you in on all you have inspired us to do. You really must plan to come to a concert so you can see it all live and be proud of what you have helped to create."

—Anne Long, Executive Director, Plymouth Christian Youth Center in Minneapolis, 2009

The Plymouth Christian Youth Center strategic plan, which credits Robert McNulty for his technical assistance.

Art and Culture: Tools for Youth Development

Culture Builds Communities can be tailored with a focus on arts and youth. Partners' Arts and Culture: Tools for Youth Development service lasts up to nine months. Studies estimate that between 40% and 50% of students' waking hours are not committed to school. Statistics across the country bear evidence that this time is not spent productively, reporting that youth are most likely to commit a crime in the hours immediately following school.

It is therefore understandable that many communities view youth as a problem that needs to be remedied, rather than as a resource. Based on this premise, community leaders and youth workers often try to plan activities to keep youth occupied. One of the faults in this method is that activities are planned for youth not by youth.

But the problem is not simply that youth are unoccupied. Recreational programs that strive only to fill these crucial hours with activity, or that fail to view youth as resources, miss a vital opportunity to teach job skills, responsibility, and community participation.

Arts Emerge As Distinct

One of the more effective means of grafting non-school, youth-development programs is to incorporate the arts into non-school programming. A team of researchers from Stanford University led by Shirley Brice Heath completed a decade of research (1987-1997) on youth development in the non-school hours.

The Stanford study in its initial seven years gave no particular attention to those organizations that featured the arts. Only when analysis of the data indicated unique patterns among the youth did the study turn special attention to the ways that the arts worked for learning.

Is it possible, they asked, that environments organized around the arts are uniquely suited to draw youth through key cognitive, linguistic and socio-relational opportunities for development?

Their research found that youth in arts programs are:
- 25% more likely to report feeling satisfied with themselves.
- 31% more likely to say they plan to continue education after high school.
- 8 times more likely to receive a community service award.
- 3 times more likely to win an award for school attendance.
- 23% more likely to feel they can make plans and successfully work from them.

In comparison with other activities, the arts intensified the characteristics of effective learning environments. The arts:
- Expose young people to a greater range, degree and frequency of risk.
- Provide an opportunity for the development of individual identity within a group.
- Ask members to suspend doubt, deal with intense emotions, and explore vulnerabilities.
- Demand that young people take a high level of responsibility for risks and consequences taken in performances because an audience will see their work.
- Require motivation, commitment, persistence, planning, rule setting and discipline together with perpetual self-monitoring and flexibility.
- Keep minds attentive to the present activity while looking forward to future problems, responses and possibilities .

A Community Checkup:
A Comprehensive Strategic Review
of Your Community

Partners for Livable Communities can undertake a strategic review of the overall livability, quality of life, and economic development of your community. The review can be narrowed to topics such as regional cooperation, sustainable development, the creative economy, downtown neighborhoods, and transportation.

✔ Strategic Review

Partners will undertake a strategic review of the overall livability, quality of life, and economic development agenda for a particular community. Partners with take into account the local people, place, job, and financial conditions. This will be done under the outline of our Community Empowerment Manuel (CEM). As an exercise for community imagination, Partners will do a mock leadership development, visioning and community building exercise with a game plan for 20 years and with a three-year and a one-year action agenda. We will take the CEM and, in a four-day span, do a mock strategic vision for a community and see whether we can build consensus either for accepting some of our ideas or implementing the broader labor-intensive community leadership/community visioning, strategic planning process.

"Our city has difficulty working together across regional and racial lines. Partners has helped us to build bridges and create new opportunities for cooperation."

—Janice Kreamer, President
The Greater Kansas City Community Foundation Trust

Sample Strategic Review Process

Day I: Team strategy conference

- Four to five presentations by key public officials
- Up to 20 sequenced 15-minute interviews with community, business, and civic leaders
- Team conference

Day 2: Catchup interviews (4 to 5 maximum)

- Field investigations and reconnaissance
- Document and reference material analysis
- Detailed work plan developed and agreed upon

Day 3: Team leader presents publications format

- Action groups formed for specific tasks, assisted by students from local universities
- First drafts of written materials and sketch plans, diagrams and graphics produced

Day 4: Refined drafts and graphics produced

- Periodic editorial meetings and task reassignments throughout the day
- Final written and graphic material to composing action group final copy and artwork in "camera ready" form to printer (approximately midnight)
- A final report will be presented to sponsors discussing the results and answers to public questions. The client is responsible for providing the support structure of the four-day review.
- A successful review will require the client to arrange work space, equipment, access to word processing, photography, and printing.

"Partners gave us the inspiration, the ideas, the connections, and the guidance to turn our city around."

—John Krauss, the former Executive Director of the Greater Indianapolis Progress Committee

City Resilient

A New Civic Movement:
Fair, Smart, Green
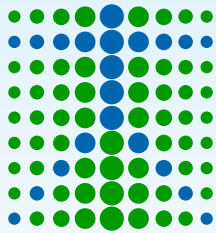
**Partners for
Livable Communities**

Taking up the Call

*"Today, it is time for **Americans to unite behind a new cause, the City Resilient**, an effective and galvanizing successor to the City Beautiful Movement…America needs a revival of the progressive energies and the creative vision that characterized that movement.*

"A moment of vast and transforming change is now underway."

–William K. Reilly, 2014

Partners for Livable Communities has taken up the call, issued by its longest serving trustee, William K. Reilly, to unite American cities under a landmark movement called City Resilient. The purpose of Partners' City Resilient awards program is to provide communities of all sizes with a process to assess sustainability, quality of life, and fairness by identifying key benchmarks for excellence in the areas of human development, jobs and economic development, community leadership, and the physical and environmental conditions of the community. Equity will be a key component of this assessment—a *resilient* community must reflect the value of fairness.

Throughout Partners' 35 years of helping make communities more livable, the focus of livability has evolved to address the vital issues of the time. Resilience has emerged not only as a component of livability, but also as a true extension of Partners' work. In the City Resilient initiative, with initial support from the Packard Foundation, Partners will define, assess, and recognize the resilience of communities through a comprehensive and regional approach that uses place-based strategies and existing community assets.

City Resilient:
A Path Toward Self-Sufficiency

More than a hundred years ago, America embraced the ideals of the City Beautiful movement, an architectural and urban planning philosophy intended to transform America's shapeless urban centers into cities that would rival those of Europe in terms of beauty, grandeur, and scope. Implicit in the idea was that beautifying cities would also promote a kind of social harmony that would improve the quality of life for all. The success of City Beautiful can be seen in countless cities across America – from Chicago and Cleveland to Washington, D.C., and beyond – and the desire to create beautiful environments has taken permanent root in the likes of modern urban planning.

Today, however, America's cities face a completely different set of issues than those during the City Beautiful Movement. Cities are dealing with an economic recession, rising inequality, a stagnant housing market, more frequent devastating natural disasters such as hurricanes and snowstorms, and what can only be characterized as deadlock in the political arena.

In times of diverse challenges on so many fronts, how can American cities help residents not only survive but thrive? Communities themselves must become more self-sufficient, identifying local solutions to local problems, rather than waiting for national remedies or legislation. Communities must focus on ensuring that the playing field is level in terms of access to jobs, education, health care, food, and other needs as well as amenities—this equity of opportunity is a vital part of a community's resilience and ultimate success.

"In times of diverse challenges on so many fronts, how can American cities help residents not only survive but thrive?"

"A truly resilient community depends on many factors, but every community can perpetuate and improve its quality of life..."

In these ever-changing times, change itself must be embraced as an opportunity for growth and development. Cities must continue looking forward and learn to adapt to new realities as they continue to provide desirable jobs, preserve a high quality natural environment, support educational excellence, and promote the value of fairness. Americans are drawn to cities that stand out as leaders in innovation, development, and opportunity. These are the characteristics of resilient cities.

Cities that embrace innovation, expand partnerships, develop new niches in business, broaden the base of opportunity to include all, and reevaluate priorities inevitably become more adaptive, smart, and savvy. In these communities, all residents are viewed as assets for the growth and development of the whole. Every segment of the community – individuals, businesses, and local government - takes on leadership roles. A truly resilient community depends on many factors, but every community can perpetuate and improve its quality of life with the economic, social, and environmental amenities it currently possesses.

Partners for Livable Communities sees City Resilient as a unifying movement that will vitalize local economies, provide health-enhancing opportunities for all community members, and enhance and/or showcase the natural and built beauty of every community. By promoting the values that create successful, resilient cities, Partners will inspire other cities to become more resilient themselves and provide them with best practices and models to achieve these goals. It is a movement of the present and of the future that is creating better communities for Americans of all ages, races, genders, incomes, and beliefs.
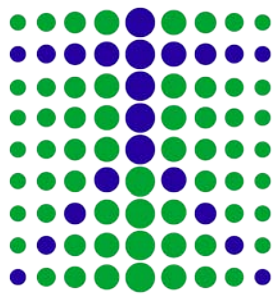
Partners for Livable Communities
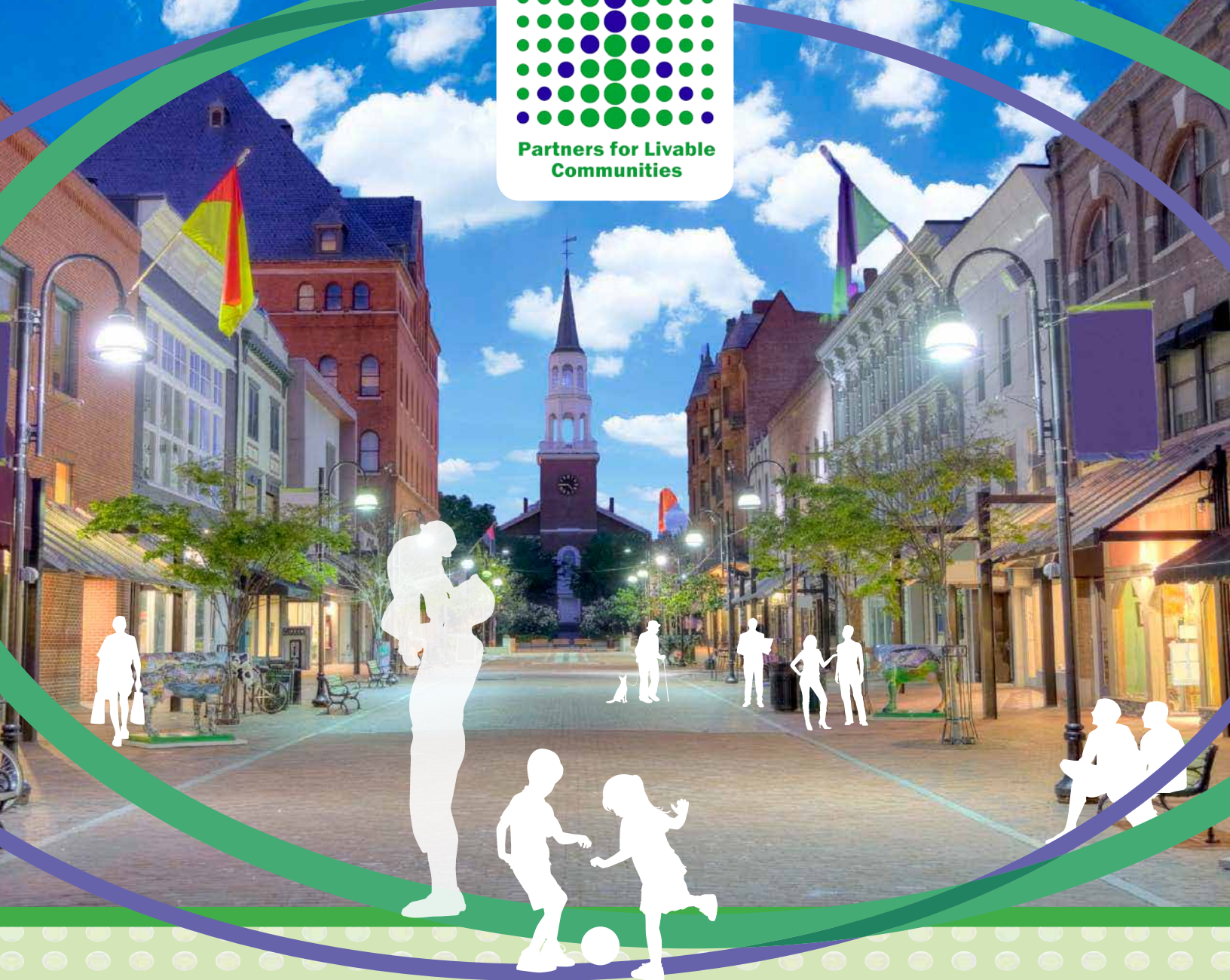
Smaller Community
TECHNICAL ASSISTANCE

Framing the Issue

Challenging Times

From Marfa, Texas to Keene, New Hampshire, America's small towns are a valuable asset to our economy and our quality of life. Large numbers of Americans value the unique offerings of small towns, yet many towns are struggling. Changing demographics, the decline of traditional industries, environmental damage, and deteriorating infrastructure make it difficult to sustain a vibrant community. These challenges can be exacerbated by greater distances between amenities, more limited resources, silo mentalities of local organizations and services, and negative stereotypes about rural America.

Rising To The Challenge

Together with Partners for Livable Communities (Partners), your city can overcome these challenges. Small town America is amenity rich, and these amenities are increasing in value as baby boomers retire, workplaces become more flexible, and many seek rich natural resources. Partners for Livable Communities can help you find ways to leverage your unique assets, restructure your physical environment, and boost your quality of life and image, all while honoring your town's values.

A Tailored Solution For Your Community

While many small towns face similar challenges, Partners understands that your town is distinct, experiencing challenges in unique ways and addressing them with your own priorities and resource bases. That's why we provide services tailored specifically for your city's needs, whether you have a population of 5,000 or 75,000. In the pages that follow, we invite you to get acquainted with Partners for Livable Communities, and consider how we can help your town thrive.

Small towns have powerful advantages, such as:

- Natural amenities
- Affordable housing and land
- Ease of mobility
- More flexible municipal bureaucracies
- Lower crime rates and cleaner, quieter environments
- Engaged citizens with a strong sense of community and rootedness

Strategies for Small Towns

Partners can help you leverage these advantages with a personalized set of strategic actions to grow your economy, foster a "sense of place," and invest in human capital. Here are just a few of those strategies:

Growing Your Economy

Entrepreneurism and New Markets
Create jobs rather than attract them. Support local entrepreneurs with education & training, access to research, and quality infrastructure. Pursue new products and markets to diversify your economy and add value to existing industries. Your small size can be a competitive advantage, allowing you to nimbly respond to trends for new markets, such as alternative energy.

Branding
Attract residents, businesses and tourists with a local brand that emphasizes your unique natural assets, niche markets, history, architecture or culture.

Enhancing Place

Sense of Place
Foster a sense of place by promoting mixed-use, pedestrian friendly areas and vibrant public spaces.

Institutions as Fulcrums of Change
Preserve traditional institutions such as churches, service clubs, and arts organizations and help them grow to serve the changing needs of your community. Institutions can be "fulcrums of change" in your community, acting as anchors for place-making, strengthening community pride, and developing innovative partnerships to tackle issues such as economic development, environmental threats, youth-at-risk, and cultural tourism.

Investing In Human Capital

Target Populations
Attract retirees, young people, and immigrants equipped with the skills your community needs. Though most towns focus on young workers, older adults can bring great value by increasing local spending, volunteering valuable knowledge and services, and providing new audiences for local arts. By 2030, 70 million Americans—twice the number in 2000—will be 65 and over. These Americans will demand new forms of housing, transportation, and urban design. By planning for older Americans, small communities open themselves to tremendous benefits.

Leadership for the Future
Mobilize local leaders with a "can-do" attitude, with a special focus on engaging women, minorities and young people. Shape a realistic and shared vision for the future that represents the diversity of your community

Jackson Hole, Wyoming / credit Jackson Hole Chamber of Commerce

What Partners can do for you

Today's small towns must reinvent themselves to reflect the challenges of a changing global environment. Residents deserve to enjoy small-town life without sacrificing economic opportunities, and Partners can help you get there. We put together a menu of services just for you, to improve your community's quality of life and meet its unique needs.

Here are just a few examples of services we offer our consulting partners:

Strategic Planning Workshops

Strategic planning workshops define a vision for your community's future, establish progress benchmarks, and choose leadership to guide implementation. Partners encourages wide-ranging participation in the process, and works to define points of mutual agreement among all parties.

Charettes

Partners' charettes cover everything from cultural development to downtown design. Our 1-3 day charettes compress the planning process, by bringing all stakeholders into one room to create a workable plan for a single issue.

Leadership Training

Partners' leadership training helps groups become effective stewards of their community. Training sessions can include: drafting a common community vision, building public support, forming partnerships to advance goals, or developing a community campaign.

Marketing and Branding Assessment

Small town amenities such as natural wonders, a rich history, interesting architecture, or unique art, can provide a way for towns to promote themselves as a quality place to live, work, and visit. Partners can help you identify your "brand," and develop a campaign to make that image work for you.

Connection to Information and Resources

Partners can provide your community with best practice information from over 30 years of research. We provide referrals to our wide network of partner organizations and consultants.

Partners has worked in communities throughout the United States and around the world. Our portfolio spans 42 states, 23 countries, and 6 continents.

Partners' Work in Small Towns

Marquette, Michigan (population: 21,004)

Known for their 300 inches of yearly snowfall, Marquette worked with Partners to embrace the creative economy movement by developing great pride in their academic institutions, children's museums, libraries, heritage, and yes, even their climate.

Hobbs, New Mexico (population: 31,151)

A town off the interstates near the Texas-New Mexico border, this community had a downtown that was 90% vacant. Partners engaged the leadership of Hobbs to create a downtown revitalization program that would bring back pride and heritage to this growing Hispanic-American community of oil and gas service workers who service the wellheads in the Permian Basin area of New Mexico and Texas.

Woodlake, California (population: 7,688)

A majority Hispanic community with a gateway to Sequoia National Park, this area had its major bank withdraw and was desperate for resources and opportunity. Robert McNulty was brought in to facilitate dialogue. He discovered issues of pride, heritage and value that had been neglected and forgotten; it created momentum and Woodlake started building upon its heritage and its young people as assets to move forward with its future.

Jackson Hole, Wyoming (population: 9,915)

Jackson Hole is a wealthy community but one where all of the service workers in its resorts, elegant homes and facilities have come from three small villages in Central Mexico. Partners helped design, with the Community Cultural Center, a celebration strategy of the heritage of such individuals where their roots, their cuisine, their art and their language could, in fact, become a value used by the community cultural facility to bring together both wealthy visitors, second home owners and long-term residents and the new growth population of service workers for sharing of values.

Charles City, Iowa (population: 7,346)

Partners was engaged by the Wallace Foundation of Des Moines to do a workshop in Charles City in the library to advance how this community should retain and enhance its quality of life and to become a national retirement magnet with safety, friendliness and civic value as part of its offering. Robert McNulty facilitated communication at the "Conversations with Successful Communities" meeting, where six small groups comprised of community leaders and bank members came together to brainstorm and identify Charles City's strengths. McNulty challenged participants to think globally and provided them direction for their town to continue to be a vibrant, successful and livable community. The result was a new plan for the community, one focused on the scenic Cedar River, promoting the city's unique assets, highlighting the areas diversity, encouraging collaboration with the private sector, and developing future community leaders.

CONVERSATIONS WITH

SUCCESSFUL COMMUNITIES

FEATURING
ROBERT H. MCNULTY
PRESIDENT, PARTNERS FOR LIVABLE COMMUNITIES

FHLB DES MOINES 2008
CAPITAL COMMUNITY
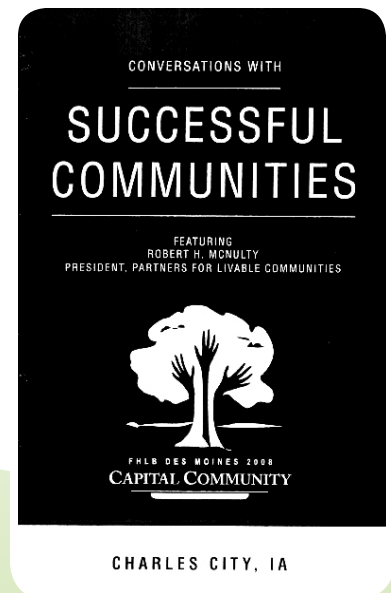
CHARLES CITY, IA

Cover image from Charles City, Iowa, meeting

List of Fees

Jump Start Programs • Strategic Planning – 1.5-day Workshop • Executive Consulting Service	$ 2,500-9,500
McNulty Speaker Service and Brainstorming Sessions	$ 1,800 - $5,000
Leadership & Visioning Training • Effective Outreach Methods • Meeting Management • Oganizing the Leadership • Drafting the Vision • Assessing Assets and Opportunities • Visioning and Goal Setting • "Trustees of Community" Workshop • "Community Futures Goal Setting" Forums • Managing Public Participation • Branding and Marketing Services	Upon Negotiation
A Community Checkup: A Comprehensive Strategic Review of Your Community	Upon Negotiation
Smaller Community Technical Assistance	Upon Negotiation
Aging in Place • Understanding the Issues • Knowing the Issues and Beginning the Discussion • Initial Facilitation • Engaging the Broader Community for Your Demonstration Project • "Putting Planning into Action" Meeting • Continued Services	$ 1,000 - $15,000, Upon Negotiation
Mobilizing Culture to Build Community: Strategic Planning Services	$25,000 - $75,000, Upon Negotiation
Culture in Hard Times • Presentation by Glenda Hood • Presentations by Robert McNulty and Glenda Hood • Workshop (options for Final Report and Technical Assistance)	$5,000 - $25,000, Upon Negotiation
Art, Culture and Youth • Getting Started • Developing Community Alliances • Getting Underway	$2,500 - $50,000
Charrettes on Community Development • New Idea Corps: Implementing Best Practices in Your Community • Design/Development Charrette • Placemaking: Designing & Planning Physical Spaces • City Gateway Assessment • Amenity Assessment and Planning	Upon Negotiation
Webinar Hosting/Guest Speaker Services	Upon Negotiation

Where Partners Has Worked

Cities

Alabama
Birmingham
Mobile
Tuscaloosa

Arizona
Phoenix
Scottsdale
Tucson

Arkansas
Fayetteville
Helena
Little Rock
Northwest Arkansas
Coalition
Pine Bluff

California
Brea
Carlsbad
Chula Vista
Escondido
Fontana
Glendale
Hayward
Los Angeles
Mendocino
Oakland
Pasadena
Riverside
Sacramento
San Diego
San Francisco
San Jose
Santa Barbara
Stockton
Ventura
Walnut Creek
Woodlake

Colorado
Colorado Springs
Denver
Pueblo
Steamboat Springs

Connecticut
Danbury
Hartford
New Britain
Delaware
Wilmington

District of Columbia

Florida
Clearwater
Ft. Walton Beach
Gainesville
Jacksonville
Miami
Orlando
Pensacola
St. Petersburg
Sarasota
Tampa

Georgia
Atlanta
Macon
Savannah

Hawaii
Honolulu

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Chicago

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Columbus
East Chicago
Elkhart
Fort Wayne
Gary
Greencastle

Indianapolis
Jeffersonville
Madison
Noblesville
Portland
Richmond
Terre Haute

Kansas
Kansas City
Wichita

Kentucky
Ashland
Lexington
Louisville

Louisiana
New Orleans

Maine
Lewiston
Portland

Maryland
Annapolis
Baltimore
Columbia
Frederick
Rockville
Salisbury

Massachusetts
Boston
Fall River
Lowell
New Bedford
North Adams
Salem
Springfield

Michigan
Battle Creek
Cooper Harbor
East Lansing
Flint

Grand Rapids
Jackson
Kalamazoo
Marquette
Saginaw
Traverse City

Minnesota
Minneapolis
St. Paul

Mississippi
Friar's Point
Greenville

Missouri
Kansas City
St. Louis

New Jersey
Camden
Newark
Paterson
Princeton
Trenton
Weehawken

New Mexico
Albuquerque
Hobbs
Las Cruces
Santa Fe

New York
Albany
Buffalo
Newbury
New York City
Rochester
Suffern

North Carolina
Asheville
Chapel Hill
Charlotte
Fayetteville

Greensboro
High Point
Wilson
Winston-Salem

Ohio
Cleveland
Cincinnati
Columbus
Dayton
Oxford
Springfield
Toledo
Youngstown

Oklahoma
Oklahoma City
Tulsa

Oregon
Eugene
Portland

Pennsylvania
Easton
Philadelphia
Pittsburgh
Scranton
Wilkes-Barre

Puerto Rico
Manate
San Juan

Rhode Island
Providence

South Carolina
Charleston
Columbia
Myrtle Beach

Tennessee
Chattanooga
Greeneville
Knoxville
Memphis

Texas
Dallas
Fort Worth
Galveston
Houston
San Antonio

Utah
East Valley
Park City
Salt Lake City

Vermont
Burlington

Virginia
Alexandria
Fairfax City
Hampton
Newport News
Norfolk
Reston
Richmond
Roanoke

Washington
Seattle
Tacoma

West Virginia
Huntington
Shepardstown

Wisconsin
Milwaukee

Wyoming
Cheyenne
Jackson Hole

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
South
Tennessee
Virginia
West Virginia
Wyoming

International

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France
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Lille
Lyon
Germany
Dortmund
Bremen
Italy
Bologna
Sorrento
Turino
Poland
Krakow
Warsaw
Switzerland
Geneva
Spain
Seville
Sweden
Helsingborg

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

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Sao Paulo
Canada
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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
Ipswitch
Knox
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Newcastle
Perth
Townsville
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State of Queensland

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Cathy Underhill
National Conference of State Legislatures

Civic

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Washington University

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Center for Human Environments, New York
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International

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Australia

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Alpes region, France

Marie-France Schurmann
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*Titles reflect those during tenure on
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Technical Assistance Roster

Robert H. Mcnulty

For more than 40 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 an Aging in Place initiative of Partners to serving as a facilitator to interact between divided communities.

A frequent writer, editor, and contributor on urban strategies for over 40 years, 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. His successes have also 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. Additionally, McNulty has co-authored The Economics of Amenity, Return of the Livable City, Entrepreneurial American City, and The State of the American Community

Penny Cuff

Penny Cuff is vice president at Partners and in that position is directly responsible for all program development and implementation. In this capacity she has created a broad collection of initiatives and strategies for cities and neighborhoods that address issues of livability, particularly for elderly residents, young people and economically and politically underrepresented residents. Her most recent work includes the project management of Culture Shapes Community, a multi-million dollar initiative of the Ford Foundation that integrates the skills of neighborhood-based arts organizations in transitioning neighborhoods with traditional community development to empower residents to take part in and benefit from the change. She has also provided technical assistance services to cities on projects ranging from economic development to cultural planning.

Ms. Cuff has written on a wide array of topics that are intended to improve overall quality of life in American cities and make it accessible to all residents. Among her publications are Negotiating for Amenities, Public Sector Designs, and Animating the City. In addition she has served as an advisor and technical assistance provider to the US Department of Housing and Urban Development's Empowerment Zone/Enterprise Communities project in the area of civic amenities.

Ms. Cuff holds a master's degree in urban and regional planning from the School of Architecture, University of Virginia and undergraduate degrees in English and mathematics from the University of Oregon.
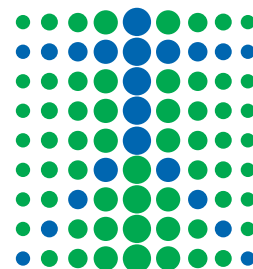
Jessica Scheuerman

Jessica Scheuerman is a project manager with more than 15 years experience collaborating with diverse stakeholders in the private, nonprofit and public sectors and nurturing community leadership. She is skilled in the development and management of grassroots, creative placemaking and temporary urbanism projects. Scheuerman has a certificate in project management from Georgetown and a masters of science in urban studies from the University of Nebraska at Omaha. She currently resides in her hometown of Omaha.

Partners for Livable Communities, incorporated in 1977, is a national civic organization working to improve the livability of communities by promoting quality of life, economic development and social equity. Partners helps our nation's communities set common visions for the future, discover and utilize their cultural and natural resources, and build public/private partnerships to realize their goals.

Serving as a national resource and information center, Partners is a catalyst for civic improvements through technical assistance, leadership training, workshops, research, advocacy and public awareness. More than 1,200 organizations throughout North America and abroad comprise Partners' resource network. These alliances produce a powerful force to affect positive change in our communities.

Partners for Livable Communities

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