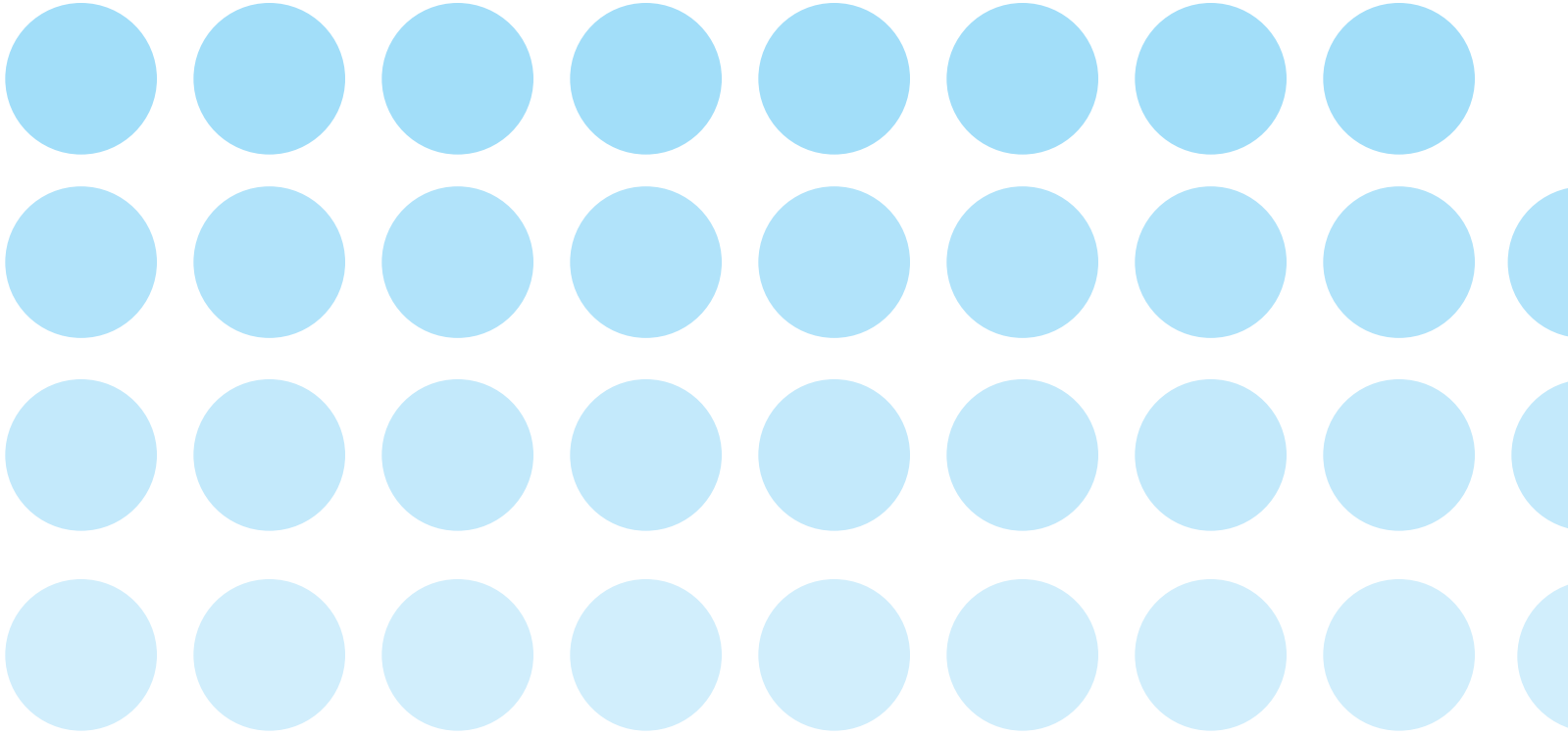


Institutions as Fulcrums of Change

A report by Partners for Livable Communities



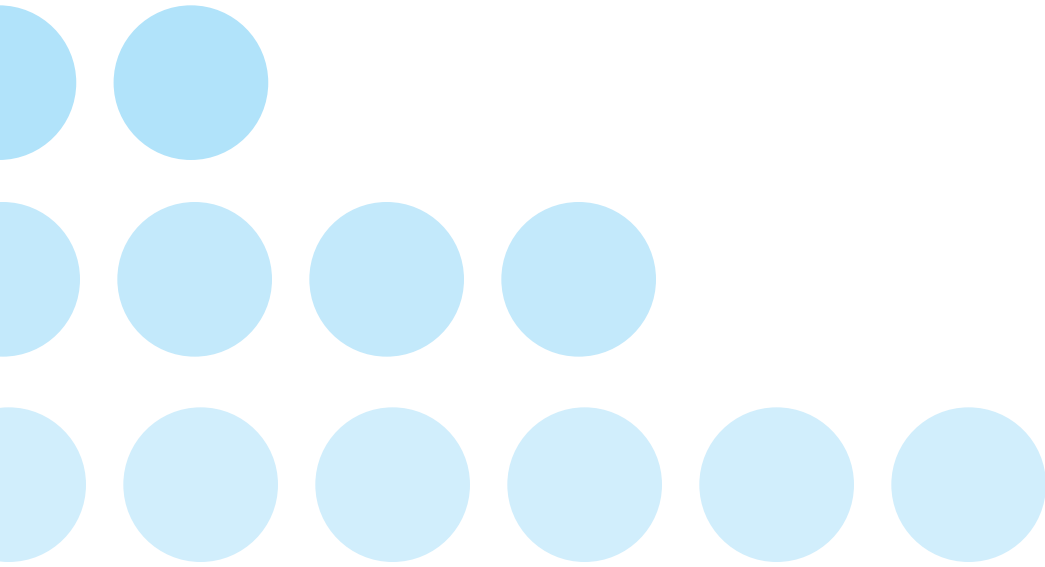
Partners for Livable Communities is a non-profit leadership organization working to improve the livability of communities by promoting quality of life, economic development, and social equity. Since its founding in 1977, Partners has helped communities set a common vision for the future, discover and use new resources for community and economic development and build public/private coalitions to further their goals.

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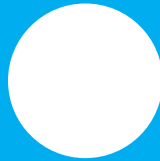
The Communities in Transition: Institutions of Fulcrums of Change program seeks to initiate and facilitate changes in the philosophy and programming of community institutions to assist them in developing stronger and more effective social and economic development agendas for their community.

The Communities in Transition: Institutions of Fulcrums of Change program is a natural extension of Partners for Livable Communities' thirty-year evolution. Begun under the auspices of the National Endowment for the Arts, Partners has consistently argued that arts and cultural resources can play central roles in creating better communities, and in promoting social and economic development goals. Partners has found through its extensive technical assistance work in cities around the country that there are beloved, but underutilized institutions that should be better incorporated into comprehensive community strategies.

This brochure highlights the prevalent issues of today affecting all of our communities and provides concrete examples of the myriad types of institutions that have become **"Fulcrums of Change"** for the betterment of the people and neighborhoods where they are located.

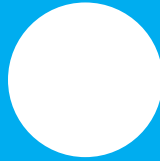


Table of Contents



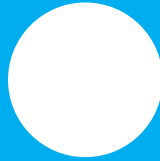
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America Today:
Communities in
Transition



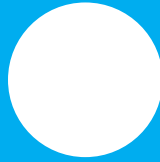
10

Aging in Place



Changing Workforce

14



Livable Suburbs:
Placemaking for
Healthy Communities

18



22

Multiculturalism:
Building Bridges

26 Neighborhood Reinvestment

Creative City:
Downtown Alive

30

34 Youth & Families

Wellness

38

42 Appendix & Case Studies

Communities in Transition

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

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

What leadership and assets exist within our communities to help those in need?

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

Simultaneously, at the other end of life's journey, too many

Communities need leadership to address the next generation of civic problems

older citizens cannot find or pay for satisfactory health care, face long terms of physically and mentally debilitating isolation for lack of close friends and relatives, and can expect their final years

to be dominated by the impact of dislocation from familiar surroundings.

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

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

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

Community Institutions Can become more effective in developing social and economic development agendas within their communities

KEY “COMMUNITIES IN TRANSITION” ISSUES

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

NEW ROLES FOR TRADITIONAL INSTITUTIONS

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

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

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

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

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

Agging

in

Place



Aging in Place

The U.S. population aged 65 and older is expected to double in size within the next 25 years. By 2030, 72 million people, almost 1 out of every 5 Americans, will be 65 years or older.¹ Thus, the country is facing the unique opportunity of having the aging community move from a lobby focused on retirement issues to a broad constituency¹ centered on livability issues.

Partners has launched a national agenda of rethinking, retrofitting, and redesigning our existing cities, suburbs, and small towns to allow residents to age in place in their own homes and community. Partners believes communities will benefit from institutions that take the needs and desires of the elderly into consideration in order to help them continue to contribute to society in a meaningful way and to provide resources and amenities to help them maintain an active, fulfilling lifestyle.

Demographics show that due to increasing life expectancy, our nation's population cluster is growing older and will continue to age in the coming decades. For the first time in history, there are more Americans over the age of 65 than there are teenagers. Indeed, the fastest growing segment of the U.S. population is the very oldest—those over 85 years old.²

Furthermore, the elderly are a permanent and integral part of the community. According to an AARP survey, 82 percent of senior citizens expect to stay in their current homes for the rest of their lives.³ In 2006, 81 percent of all households 65 and older (in that year) owned their homes, which is nearly double the percentage compared to those under the age of 35.⁴ These older adults are even more unlikely to move from their current communities. Despite their growing ranks and visibility, relatively little attention has been directed toward the elderly in urban planning or neighborhood renewal strategies.

Only 5 percent of the elderly live in nursing homes and only 5 percent a year move to a new community.⁵ The vast majority of elderly people remain in the town or city which they occupied in middle-age. Federally assisted housing provides shelter for only 8 percent of all elderly households, about 1.5 million people.⁶ Retirement and “life-care” communities account for even fewer elderly residents. And experts predict that all three of these options are likely to remain limited in the future.

Aging in Place: Best Practices

As Chris Hansen of AARP expresses, the new generations of elderly do not plan to retire in the traditional sense. These people view their old age as “lifestyle transition” rather than a “termination of employment.” Eight out of 10 individuals from the boomer generation plan to continue to work in their “retirement years.”⁷ Furthermore, as the elderly seek to continue to be productive and to contribute to the neighborhoods in which they have lived all their lives, communities as a whole must plan for the future of all members. “Long-term care is a growing issue for our aging population. America needs to prepare now for the challenges that face us tomorrow. Planning for long-term care is an important and necessary step that virtually everyone needs to take,” explains Bill Novelli, CEO of AARP.⁸ With the help of acceptance of these changing lifestyles and appropriate planning, today’s elderly seek independence, security, and permanence.

Important issues to consider in whether your community is ready for this demographic change include the following:

- **HOUSING:** supply, financing, maintenance, age proofing, better alternatives to retirement homes, encouraging ageless design
- **HEALTH/WELLNESS:** preventative, prolonging independent living, promotion and education of preventive health
- **TRANSPORTATION:** providing alternative modes, public transit
- **PUBLIC SAFETY AND SERVICES:** accessibility
- **WORKFORCE DEVELOPMENT:** continued training and learning programs, flex-time, telecommute
- **CIVIC ENGAGEMENT:** volunteer opportunities, intergenerational mentoring, realizing the elderly are assets to communities

DR. JAMES CARLSON LIBRARY FARGO, NORTH DAKOTA

Access is an ever-present problem for the rapidly increasing older adult population, and community services are often hard for the elderly to reach due to mobility and transportation issues. When plans were in the works to replace an old branch of the Fargo Public Library, a unique partnership emerged between the Fargo Public Library and Parks District—they built the new Dr. James Carlson Branch next to the newly built Ed Clapp Senior Center, both of which are adjacent to the Ed Clapp Park. Putting these three facilities next to each other greatly decreases mobility barriers and increases access to lifelong learning and recreation for the aging population in Fargo.

Community Institution: Libraries (*see pg 55 for more information*)

UNIVERSITY OF FLORIDA/ OAK HAMMOCK RETIREMENT HOME PARTNERSHIP GAINESVILLE, FLORIDA

Recognizing the challenge of accommodating the rapidly growing older adult population, the University of Florida and the Oak Hammock Retirement Home joined forces to create a symbiotic partnership. A variety of departments and schools within the University can serve residents of Oak Hammock, while the retirement facility serves as a convenient hands-on classroom for students. For example, physical therapy students get out-of-the-classroom experience, while Oak Hammock residents are able to live more comfortably as a result of therapy sessions. Residents also have access to sporting events, performing arts events, and libraries at the University. This symbiotic Town-Gown relationship tackled the problems associated with aging in place, and created a supplementary classroom for hundreds of students at UF.

Community Institution: Educational Institution (*see pg 48 for more information*)

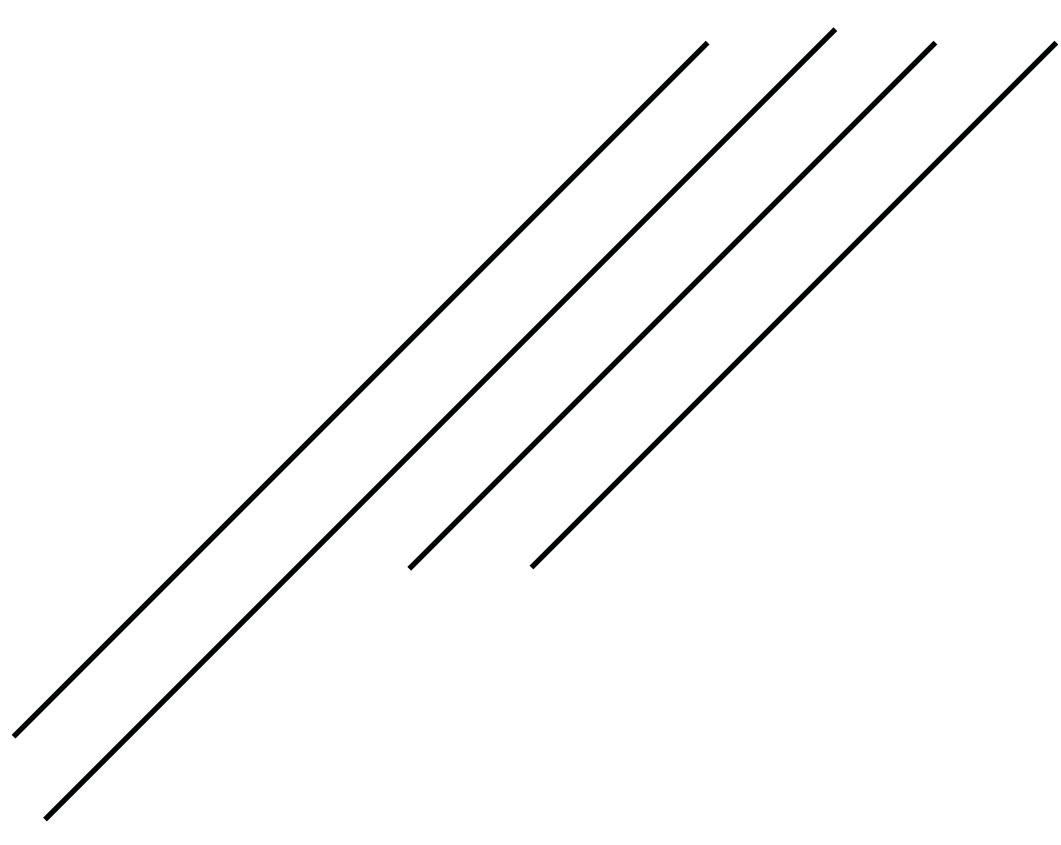
BOOMERS PROGRAM DALLAS, TEXAS

Richland College received special attention in Dallas news for its programs that retrain older workers and retirees for new careers. Educators say Richland is emerging as a national model for catering to baby boomer students. AARP credits Richland College as being one of the first community colleges to reach out to retirees. The college's Emeritus program for retirees began in 1989 with 150 seniors and has since grown to more than 4,000 enrollments in daytime classes that teach everything from computer skills to genealogy. With more than 650,000 Dallas County residents between 40 and 60, college officials see an almost unlimited potential for their new programs. The Boomer Reboot program began in January 2008, with evening classes to help them learn how to look for a job, plan for retirement, care for aging parents, and manage their own stress.

Community Institution: Educational Institution (*see pg 52 for more information*)



Changing Workforce



Globalization's continuing march toward integration of capital markets, supply-chains, and financial capital has played a large role in shaping the American economy over the past twenty years. The decoupling of manufacturing from blue-collar employment has narrowed the employment opportunities for many Americans. As the economy continues to move away from traditional industrial jobs towards creative/knowledge-based jobs, the income gap between skilled and unskilled labor will become more prominent. The class employed in labor-intensive fields will have to be integrated into this new economic paradigm. The American economy will also see a demographic change in leadership through the greater participation of minorities, women, and older populations staying longer in the workforce before retirement.

In a 2004 report released by the RAND Corporation, the authors describe how “the key characteristic of the future workforce is skill” and how “high-level cognitive skills [such] as abstract reasoning, problem-solving, communication, and collaboration” are highly valued in the knowledge economy.⁹ In his seminal work, *The Rise of the Creative Class*, Richard Florida describes how in 1999, members of the creative class made almost \$50,000 while the working class made \$28,000 and the service class made \$22,000.¹⁰ Without the skills to allow them to succeed in the new economy, workers are at a severe disadvantage in terms of their personal economic status and access to resources.

Thus, it is crucial for citizens without these “new economy” skills to have opportunities to acquire them through both traditional and non-traditional means. This will also benefit local employers, as providing these workers with “new economy” skills will increase the labor market for lucrative new economy jobs. Investing in human capital is investing in the future of communities.

However, a top-down investment in human capital to develop applicable workplace skills may not reach to those in need of workforce development and training. Local and regional institutions must engage in labor force development for the new economy, and teach skills through creative education and outreach programs for youth, adults and seniors. By reaching out to people in the local context, these institutions will be able to successfully build human capital by giving people the necessary tools and skills to enter into the new economy. Thus, the development of human capital on an individual level helps to revitalize entire communities, as the collective development of human capital contribute to social, cultural and financial capital.

Local institutions, with the capacity to attract people and provide programming around life and work skills, have a unique role in building the creative economy by promoting and providing their assets to neighborhoods and cities. These institutions have the propensity to provide quality workforce development to community members that will allow them to enter into the new economy with applicable skill sets. Community organizations and local institutions have the knowledge, finances and organizational infrastructure to support individuals and groups in becoming more valuable assets to the community and the local economy.

Changing Workforce: Best Practices

CALIFORNIA SCIENCE CENTER LOS ANGELES, CALIFORNIA

The redevelopment of the California Science Center has turned it from a dated structure into a state-of-the-art museum and science-education center. This impressive cluster of buildings is juxtaposed with the adjacent underserved community of South Los Angeles. In order to make the center more available to community members, CSC created two programs that provide education in the sciences and workforce preparedness to children and teens in underserved neighborhoods. This educational outreach helps build the social capital of the area, as CSC provides local students with resources that they do not have access to at their schools or in their communities.

Community Institution: Museum (*see pg 60 for more information*)

CENTER ON FAITH IN COMMUNITIES CHARLOTTESVILLE, VIRGINIA

The Center for Faith in Communities seeks to inspire, educate, and equip the Christian community for the new economy through their variety of programs. They have three central programs that provide resources and technical assistance to religious organizations, and they partner with non-religious organizations to have positive impact on social issues in the community. One such program trains workers to educate children and teenagers about entrepreneurship and how to be economically literate in an effort to revitalize and renew underserved communities through civic leadership.

Community Institution: Faith-Based Organization (*see pg 68 for more information*)

CRESCENT CITY FARMER'S MARKET NEW ORLEANS, LOUISIANA

Public markets used to be an integral part of the culture of New Orleans. Immigrants and locals alike would bring their fresh market offerings and conduct business in tens of languages. This local color was no longer visible come 1995 when the only remaining public market was the touristy French Market. Recognizing the power of markets to drive local economy and enhance social interaction, and build human capital, Loyola University's ECONomics Institute founded the Crescent City Farmer's Market in downtown New Orleans. The market has succeeded in promoting healthy living, increasing levels of social interaction and community building, supporting sustainable economic development, and improving work skills for vendors, and has served as inspiration in the founding of several more markets throughout the city.

Community Institution: Public Market (*see pg 69 for more information*)

EAST NEW YORK FARMS! BROOKLYN, NEW YORK

A huge loss of building stock during the 1980's and 1990's allowed residents in the diverse community of East New York to adopt vacant lots for the creation of a network of community gardens as a way to improve their violence-ridden neighborhood. In addition to a community-supported agriculture program and farmer's market, the East New York Farms! Program was created to initiate the Urban Agriculture and Leadership Training internship program that allows 20 teens to run a cooperative farm, help neighbors hone their gardening skills, and set-up, work at and clean the farmer's market. In addition to the practical work skills gained, these teens are able to develop a sense of self and become productive and supportive community members.

Community Institution: Community Garden (*see pg 74 for more information*)

JUXTAPOSITION ARTS MINNEAPOLIS, MINNESOTA

With the common goal of using the arts to strengthen the community they came from, two high school friends and artists connected in 1993 to create a program that would engage artistically-inclined youth in college-level arts education. The Near North community of Minneapolis was composed of 50% youth at the time of last census, and was in great need of an outreach program that would be able to develop a sense of ownership, neighborhood pride, and life skills for these children and teenagers. The organization—Juxtaposition Arts—utilized community collaborations, studio arts workshops, and public mural projects as a means to educate youth in a way that is “practical, relevant and life-changing” in order to prepare them to be able to work in the creative economy.

Community Institution: Community Arts & Cultural Organization (*see pg 46 for more information*)

MARION ALBER ENTERPRISE- OHIO STATE UNIVERSITY MARION, OHIO

The Marion Alber Enterprise Center worked with Triumph Thermal Systems to help prevent the loss of worker expertise and disruptions to service as talented workers left their workforce for retirement. This was not a retraining program for the retiring workers, but one for the younger workers that allowed the retirees the flexibility to return out of retirement as trainers.

Community Institution: Educational Institution (*see pg 53 for more information*)



Livable
Suburbs

Traditionally, cities throughout the United States have been known as diverse hubs of economic, cultural and government activity, while suburbs have been characterized by homogeneity, a slower pace, and local governance. Scenes of inner city slums are tragically juxtaposed with images of the suburban nuclear family with a trimmed lawn and a freshly painted picket fence. From a macroscopic planning level to a microscopic institutional approach, cities and suburbs have largely been planned according to the aforementioned stereotypes with little regional dialogue.

Demographic and economic shifts are leading the transformation of the suburbs—people who lived in suburbs are moving out of the suburbs, while immigrants, minorities, and low-income citizens are moving in to the previously anglicized, middle-class suburbs. During the 1990s, minority groups comprised the largest shift of people from the cities to suburbs, equaling or outpacing “white flight” in over half of the major metropolitan areas.¹¹ Thus, the racial and socioeconomic makeup of suburbs are becoming strikingly close to that of cities. With a shifting economy and changing demographics, it is crucial for local institutions to promote livability in suburbs, making them as vibrant and amenity-rich as their urban counterparts.

While suburban areas are known as being relatively homogeneous, they are becoming increasingly multicultural as more immigrants and minorities move in. During the period between 2000 and 2006, the white population in big-city suburbs increased by only 7 percent, while the Asian population increased by 16 percent, the Black population by 24 percent, and the Hispanic population by a staggering 60 percent.¹² The diversity previously associated with dense urban areas is becoming a more appropriate descriptor for its suburban neighbors as well.

Another change facing suburbs is their socio-economic makeup. The “shifting geography of poverty” has begun to reverse the stereotype that the suburbs are reserved for upper- and middle-class citizens.¹³ The poverty rate gap is narrowing between cities and suburbs, with over half of poor residents now living in suburbs. Suburban housing values continue to depreciate in the subprime mortgage crisis and city centers and downtowns are becoming more desirable places to live. Thus, according to Christopher Leinberger, “many low-density suburbs...may become what inner cities became in the 1960s and ‘70s—slums characterized by poverty, crime and decay.”¹⁴ Cities have long been able to cope with the problems associated with large low-income populations, but suburbs need to become more equipped to serve these communities.

The suburbs facing rising housing foreclosures is exacerbating demographic and socio-economic challenges. “The white picket fence of an American dream has faded into a seemingly hopeless suburban nightmare,”¹⁵ leading to a “reversal in desirability”¹⁶ from suburbs to city centers. It is necessary for suburbs to develop plans that make their communities sustainable, desirable, and economically healthy places to live in the face of a housing crisis and increased demand for dense urban living.

Suburban anchor institutions can take the lead from their urban counterparts, by engaging local schools, arts and cultural organizations, museums, libraries, and others to take formative leadership roles in making suburbs livable, vibrant and economically successful.

Best Practices: Livable Suburbs

SOCIAL JUSTICE ACADEMY SAN LEANDRO HIGH SCHOOL SAN LEANDRO, CALIFORNIA

When high school teacher Ari Dolid moved to the San Francisco Bay Area from New York City, he did not just want to teach—he wanted to have an impact on the lives of his students and the greater community. With a grant from the California Department of Education, he jumpstarted the Social Justice Academy at San Leandro High School—the single high school in this Oakland suburb. The program targets at-risk students with low academic performance, and integrates themes of social justice into regular classes like English and History. Students also participate in service-learning activities in which they do community service work and relate their experiences to material in the classroom. The students, upon graduation, will have the skills to enter the community as civic leaders to pioneer positive change in their neighborhoods.

Community Institution: Educational Institution (*see pg 51 for more information*)

WAVE FOUNDATION NEWPORT AQUARIUM NEWPORT, KENTUCKY

Some argue that aquariums are the “new zoos,” attracting locals and visitors to them for a fun, educational experience. In an effort to spark riverfront revitalization and the local economy, the Newport Aquarium was built in a suburb across the river from Cincinnati. In addition to their variety of exhibits, the Aquarium houses the WAVE Foundation—an organization that promotes marine conservation and education on a local, national and international level. The WAVE Foundation used protection of a 100-year-old tree as the basis of creating a community gathering place and outdoor classroom, and they also engage in riverbank cleanups and have an education program for underprivileged students. In this way, they are able to serve both their visitors and surrounding community.

Community Institution: Zoo, Aquarium, Arboreteum, Botanic Garden (*see pg 64 for more information*)

MI PUEBLO PROJECT CASA FAMILIAR SAN YSIDRO, CALIFORNIA

San Ysidro, a San Diego suburb that lies just north of the United States-Mexican border, is not recognized as a vibrant immigrant community. Rather, it is just seen as the last town you pass through before you get to Mexico. Casa Familiar—a local cultural organization based in the suburban San Diego immigrant town—decided to partner on the Mi Pueblo project with architect Teddy Cruz, who is inspired by Tijuana squatter settlements and American-style developments that have been informally modified by its residents. Casa Familiar and Teddy Cruz’s pilot project launched a campaign to change San Diego’s zoning laws, reversed the closed-off nature of typical suburban communities with shared communal spaces, and built a framework of houses that is structured, yet flexible and naturally induces social interaction. Through this project, and others, Casa Familiar is working to make their community known as a suburb that is filled with vitality, culture and community pride.

Community Institution: Community Arts & Cultural Organization (*see pg 47 for more information*)

BACKYARD HOMES PACOIMA, CALIFORNIA

Pacoima, in the northeast San Fernando Valley, exemplifies the LA region’s housing shortage. Much of the community is zoned for single-family residential development, but high real estate prices and dense population have led to an extreme shortage of affordable housing. However, the city does have a valuable asset; there are over a thousand extra-large single-family lots of more than 10,000 square feet, nearly twice the size of an average Los Angeles residential lot. After much study, design, and community interaction cityLAB, an innovative think-tank at UCLA, has proposed a feasible way to provide for-sale, workforce infill housing in the “backyards” of existing residential sites.

The objective of the project is to develop innovative, environmentally sensitive, and affordable solutions to the regional housing shortage. It responds to the significant need to revise those planning and zoning practices that have left a sprawling region with unmet community needs and opportunities. The multi-disciplinary project team includes the community organization Pacoima Beautiful, ICON, senior staff from the LA Planning Department, Council District 7, the CRA, for-profit and non-profit developers, and staff and graduate student researchers at UCLA’s cityLAB.

Community Institution: Educational institution

A decorative graphic featuring a large black spiral at the top right, several smaller black spirals of varying sizes scattered around, and several black silhouettes of birds in flight. To the right of the spirals are three black arrows pointing towards the right. The text "Multiculturalism:" is written in a large, bold, black sans-serif font, with the word "Building Bridges" below it in the same style. The background is white, and the bottom of the page has a light blue horizontal band.

Multiculturalism: Building Bridges

America is and always has been a multiracial, multicultural society with a constant influx of immigrants from all parts of the world that add to the nation's richness. Recently, America's minority population topped more than 100 million people, accounting for one in three U.S. residents and totaling more than the whole population of all but 11 countries worldwide. The U.S. Census Bureau projects that by 2050, roughly half the U.S. will belong to a racial or ethnic minority.¹⁷

Furthermore, immigration into the United States is at a high point and has become a “hot-button,” issue. The American population is quickly changing as the number of immigrants—legal and illegal—living in the U.S. is growing at an unprecedented rate. Based on U.S. Census Bureau data, 1.6 million legal and illegal immigrants settle in the country each year, with the foreign-born population reaching about 38 million in 2006.

As our society continues to diversify and develop, we must find new ways promote understanding and cooperation between all ethnic groups, fight existing discrimination, and provide a good quality of life for all people in our communities.

Dr. Audrey Singer, a senior fellow at the Brookings Institute in Washington, D.C., argues that “The growing tension between state and local officials and the federal government over the lack of immigration reform has stimulated local actions that are often rash and socially divisive.”¹⁸ If municipalities do not address these changing demographics constructively and inclusively, whole communities can and will collapse from the added pressure and hostility between old and new residents. Local institutions and individuals must take initiative to both ensure these municipalities are implementing progressive policy and engage neighborhoods in socially and ethnically inclusive programs.

Partner for Livable Communities identifies four types of racism that pervade society: institutional (legal/customs), cultural (values), interpersonal (behavior) and personal (feelings), all of which can have troubling effects on communities trying to reach a common vision for the future. Economic disparity is another complex issue, and gains in the political arena have not always translated into economic gains, especially for minority populations. This can be attributed to persistent discrimination, historical baggage, and limited economic opportunities.

Institutions can help to bridge these divides through programs that encourage open dialogue and awareness, which will not only improve relations between different racial groups, but build community pride and sense of place. These programs are able to take advantage of unique values of a community and use them as strengths, treating ethnic diversity as an asset.

American communities must confront the issues involved in managing diversity. Educational and cultural programs can promote understanding and cooperation among all ethnic groups, allowing diverse groups of people to organize and work together. Successes gained through interracial cooperative efforts in ethnic arts and cultural programs, education, and community dialogue can then provide the basis and momentum for further cooperation in tackling weightier and more controversial problems within communities.

Multiculturalism: Best Practices

ALGONKIAN REGIONAL PARK STERLING, VIRGINIA

Algonkian Regional Park has tailored their policies to address the changing regional demographics to make their park accessible to all members of their community despite cultural or language barriers. One April Sunday, thousands of Iranian families flooded the Algonkian Regional Park for a holiday—Sizdeh Bedar—on which it is unlucky to stay indoors. Park officials quickly adapted to alleviate the overcrowding, and now have increased staffing, additional restrooms, and a parking system for this Iranian holiday, allowing the Park's patrons to enjoy their annual celebration without interruption or problems. This unexpected cultural celebration, in addition to differing recreational customs and language barriers, can make it difficult for park officials to convey park reservation and use rules to new users. Algonkian Regional Park has embraced these cultural differences as assets to the park environment, rather than ignoring them as systemic problems.

Community Institution: Parks and Recreation Department (*see pg 65 for more information*)

CROSSROADS CHARLOTTE INITIATIVE FOUNDATION FOR THE CAROLINAS CHARLOTTE, NORTH CAROLINA

Several years ago, Charlotte, North Carolina ranked 39th out of 40 cities surveyed on the quality of interracial relations that existed in their cities. The Foundation for the Carolinas recognized this problem and instituted the Crossroads Charlotte Initiative in an effort to eliminate racial division and discrimination in the Charlotte-Mecklenburg region. They designed a unique set of forums and discussions surrounding four potential scenarios about race relations in Charlotte's future. Thousands have participated in these sessions and many community organizations have joined forces with the Foundation to tackle racial tensions head on with the end goal of making the region a more equitable and inclusive environment in which to live.

Community Institution: Community Foundation (*see pg 71 for more information*)

EAST BOSTON ECUMENICAL COMMUNITY COUNCIL BOSTON, MASSACHUSETTS

East Boston is home to thousands of Central and South American immigrants. With few resources and a language barrier, many newcomers do not have access to money, people or organizations that will help to advance them in society. Founded in 1978 to address local issues of racial tension, the East Boston Ecumenical Community Council now focuses their energy on the advancement of and advocacy for Latino immigrants in the East Boston community. They provide resources and counseling to make immigration documents and education more accessible, and work toward community improvement through civic engagement and leadership.

Community Institution: Faith-Based Organization (*see pg 65 for more information*)

FACING RACE INITIATIVE SAINT PAUL FOUNDATION SAINT PAUL, MINNESOTA

The Saint Paul Foundation is one of the oldest and largest philanthropic organizations in the United States, and is actively engaged in tackling issues of critical importance to its local community. One of the Foundation's most forward-thinking programs is the Facing Race: We're all in this together Initiative, a multi-year campaign addressing problems of racism and race relations in the Saint Paul area. An advisory committee developed a three-phase plan to improve racial relations first on an individual level and then on an institutional level, followed by concluding research on attitudes toward race following the campaign.

Community Institution: Community Foundation (*see pg 72 for more information*)

NUESTRAS RAICES HOLYOKE, MASSACHUSETTS

During the past 20 years, the economy and demographics of Holyoke, Massachusetts have shifted greatly, and now the town is divided between the "Old Holyokers" and the new Latino immigrants. Much of the blame for the newly depressed economy of the region is placed on the newcomers. Nuestras Raices was founded as a community-based cultural organization in 2004 to boost the economy and eliminate racial tension by promoting economic, human and community development. To do so, they tapped into the artistic and agricultural heritage of the Puerto Rican community by establishing a vast network of community gardens and cultural performance and exhibition space. The image of Latino and Puerto Rican community as "lazy and destructive" has been replaced by an image of a community that has a strong cultural identity and ties to productive, sustainable agricultural practices. By embracing Latin American culture and improving the economy through agriculture, Nuestras Raices has helped eliminate racial divides.

Community Institution: Community Garden (*see pg 73 for more information*)



Neighborhood Reinvestment

Many of America's urban residents face challenges relating to housing; access to healthcare; inadequate education; and access to jobs, support services and cultural opportunities. Combined with crime, poverty and disinvestment, these communities will remain at risk if nothing is done to instill a sense of place, community pride and neighborhood vitality.

Focusing on the negative aspects of poverty—crime, inadequate housing, poor education, substandard quality of life—only perpetuates problems and stereotypes associated with low-income and at-risk communities. These neighborhoods are often culturally-rich and diverse assets containing ties to traditions, foreign countries, family, and ethnicity. Why not use these community assets to improve the ever-present problems associated with poverty-ridden cities and neighborhoods? Development of affordable housing, after school programs, museum- and library-based arts programs, and workforce training are just a few of the solutions to the decades-old issues faced by poor communities. Anchor institutions in or adjacent to disinvested communities can create stepping stones out of their poverty-stricken economic state.

“Distressed” communities can be characterized by conditions ranging from a concentration of poor housing to lack of public services to feelings of helplessness, but are also defined by the physical, social, and economic variables that determine the quality of life. By improving these variables or eliminating barriers created by the physical, social and economic factors in communities, local institutions can improve the variety of conditions that plague low-income, at-risk communities. The Asset-Based Community Development Institute (ABCD)—part of the Institute of Policy Research at Northwestern University—has developed a process that places community assets as the key foundation to community revitalization, instead of the needs of the community. By utilizing the skills of local residents, the power of local associations, the resources of public, private and nonprofit institutions, and physical and economic resources, communities can reimagine their future.¹⁹

Underserved communities require intervention and investment from anchor institutions to help intergrate these residents into the mainstream economy and social sphere. Physical neighborhood improvements, like the addition of community gardens or green space, can provide a stimulus for cultural interaction, workforce development and community pride. Arts organizations can promote community dialogue and provide technical support to eliminate barriers placed on communities by discriminatory practice. Construction of affordable housing or public markets helps to stimulate the local economy. And small businesses provide a stimulus to the economy, support the job market, and provide an additional outlet for building relationships between family and community members.

Effective asset-based community development can result in physical neighborhood improvements, small business development, creation of affordable housing, and open community dialogue that fosters neighborhood pride. Following the ABCD model, individuals and institutions can lead their community in development by building human, social and cultural capital necessary for revitalization. If done successfully, poverty rates will drop, levels of self-sufficiency will skyrocket, communities will feel empowered, and a multitude of issues—aging in place, economic distress, crime, education, housing, and others—will be solved through direct, grassroots action.

Neighborhood Reinvestment: Best Practices

AUGUSTUS F HAWKINS NATURAL PARK SOUTH CENTRAL LOS ANGELES, CALIFORNIA

When landscape architects and students analyzed the neighborhood where a future park would sit in South Central Los Angeles, they found that the area's reputation as crime-ridden gang territory held true. After community input had been collected, the 8.5-acre Hawkins Park was built by a local labor force as a portal to nature on a lot that was previously a pipe graveyard. Through accompanying positive youth programs and the composition and installation of public art, Hawkins Park has instilled a sense of neighborhood pride and now serves as a safe haven for all community members.

Community Institution: Parks & Recreation Department (*see pg 66 for more information*)

DELRIDGE LIBRARY AND VIVIAN MCLEAN PLACE APARTMENTS SEATTLE, WASHINGTON

Noticing the absence of local neighborhood identity and lack of community resources, Delridge Neighborhood Development Association partnered with the Seattle Public Library System and the community to build a sustainable mixed-use building that included a library branch and affordable housing unit. With the goal of creating a center that would unite the community, the Delridge Library and Vivian McLean Place Apartments were built to develop the intellectual capacity of community members, serve as a hub of social activity, and provide affordable housing for neighborhood residents. With this, and other community centers, the Delridge neighborhood has reestablished a sense of place in the larger Seattle community.

Community Institution: Library (*see pg 56 for more information*)

MOVIMIENTO ARTE Y CULTURA LATINO AMERICANA SAN JOSÉ, CALIFORNIA

Movimiento Arte y Cultura Latino Americana (MACLA) was created to use the arts as a means to create dialogue between communities in conflict. Their center—located in the William/ Reed Corridor in San José, California—serves as a gallery space and performing arts venue, a resource for people who want to get involved in the process of using the arts as a technique in community building, and as a space for open and honest community dialogue. The demographics of the area are ever-changing with a constant influx of new immigrants mingling with longtime residents. Rather than seeing this as a negative, MACLA uses their facilities and programs to morph intercultural tensions into a unified community identity. MACLA has also used their increasingly central role in the county to connect local businesses together through a business association and through the creation of a neighborhood business directory to be distributed around the rest of the city.

Community Institution: Community Arts & Cultural Organization (*see pg 45 for more information*)

SUSTAINABLE URBAN NEIGHBORHOODS PROGRAM UNIVERSITY OF LOUISVILLE LOUISVILLE, KENTUCKY


West Louisville, Kentucky was plagued by gangs, drugs, prostitution, unemployment, homelessness, and lack of education despite the fact that it sits next to a university and has many congregations, opens spaces, and a YMCA. Tapping into this potential, the Sustainable Urban Neighborhoods (SUN) Program at the University of Louisville created a partnership with many local groups to form a multifaceted grassroots strategy to drive this community toward self-sufficiency. These institutions focused on housing, economic development, community organizing, and neighborhood revitalization in order to achieve full community rehabilitation. Their well-rounded, grassroots approach to community building allowed the SUN Program at the University of Louisville to successfully lift the impoverished West Louisville neighborhood out of neglect to make it fit in with its historic and culturally rich surroundings.

Community Institution: Educational Institution (*see pg 49 for more information*)



Creative City

Downtown Alive



All across the nation, downtowns have been the focus of revitalization efforts, offering amenities and a lifestyle that are attracting a growing segment of society. According to the U.S. Census Bureau, there has been a surge in population growth in the 200 largest U.S. cities (a change from 6.8 percent growth during the 1980s to 9.7 percent growth during the 1990s).²⁰ Successful downtowns are the creative pulse of great cities. People trek across the country to New York City just to see five streets intersect at Times Square. There is a certain draw and attractiveness of vibrant downtowns. These nodes offer “ease of transportation, built infrastructure, waterfronts, and other crucial amenities”²¹ that give urban centers a competitive advantage over other development models.

However, the backdrop for both cities with urban growth and decline is continued growth in suburban population and employment. Suburbs collectively grew twice as fast as cities in population, and today more than half of metropolitan jobs are located at least 10 miles outside city centers.²² This trend may begin to reverse due to the current financial crisis as more homeowners become renters and suburbs become more and more economically unviable due to rising transportation costs and maintenance.

In fact, people prefer high-density versus low-density development. A recent study by the National Association of Realtors and Smart Growth America says that six in ten prospective homebuyers, when asked to choose between two communities, chose the neighborhood that offered a shorter commute, sidewalks, and amenities like shops, restaurants, libraries, schools, and public transportation within walking distance. They preferred this option over the one with larger lots but longer commutes and limited options for walking.²³ The role of our downtowns, the “capitals of our regions” will increasingly be defined as 24-hour interesting and diverse gathering places for networking and exchanging ideas, culture, language, and values.

Many towns and cities are waking up to the fact that they must invest in their downtowns now, and will reap the dividends from this foresight. The quality of life in central cities is absolutely key to fostering both citizenship and creativity. Americans must reoccupy the downtown, create an animation strategy, and vest someone with responsibility for assuring a lively, safe, clean, and enjoyable downtown.

Design and redefinition of current institutions to become downtown anchors will stimulate urban renewal. Downtown anchor institutions of all kinds play a crucial role in contributing to the vibrancy, programming, and development direction of the community.

Creative City: Best Practices

Salt Lake Public Library **Salt Lake City, Utah**

In February 2003, Salt Lake City opened a library that divorced itself from the traditional norms of what a library should be. Libraries are classically known to be repositories for books, but the Salt Lake City public library reinterpreted what the library as an institution could offer. The library offers a richer and more imaginative experience to the public than traditional libraries. The main library and branches provide many services to the community such as business classes, continued learning classes, meeting rooms for local clubs, seasonal community events, and community programs. The library acts also as a cultural center, where citizens learn new languages and learn of new cultures.

The library is comprised of a main library, a children's library, the Canteena(teen library), a cafe, and an audio-visual center. The main library has over 750,000 titles in their collection. The children's library is a light-filled, five-story atrium designed to encourage dreaming, reading, imagining, and inventing. The Canteena offers teen-interest books and a technology and media center to allow for group study and individual development. The technology center and training lab offer 42 computer stations with Internet access; an additional 121 Internet computers are located throughout the building. The library not only offers books, but audiocassettes, compact discs, videocassettes, DVDs, and CD-ROMs.

Community Institution: Library (*see pg 57 for more information*)

Long Night of Museums **Berlin, Germany**

Twice each year since 1977, museums throughout the city of Berlin have opened their doors between 6 p.m. and 2 a.m. for the Long Night of Museums. A final party is held between 2 a.m. and 4 a.m. to bring the festivities to a close. This year, 104 museums are featuring special exhibits and staging hundreds of special events during the extended hours.

The impact of the event is enormous in both economic and social terms; restaurants and shops enjoy extended hours of sales, visitors and local residents join in the fun and begin to see Berlin in a new light. It is a chance for everyone to come together and celebrate the city, focusing on their shared culture, history and identity. The city becomes a fun place to be at night and the perception of it being a "no-go" area after dark begins to change.

Community Institution: Museum

St. Louis City Garden **St. Louis, Missouri**

St. Louis' urban core lacked a significant attribute that most great cities have and that was a momentual green space. In the summer of 2008, St. Louis began construction on City Garden a park that drew inspiration from other successful parks like Millennium Park in Chicago. The park was completed in the summer of 2009. City Garden was created by a partnership between the Gateway Foundation, the city of St. Louis, and St. Louis Botanical Gardens. This park brings a new vibrance and energy to downtown St. Louis.

The park sprawls over 2.8 acres offering great views, bluffs, multi-tiered water features, serpentine sidewalks, and plenty of shade from the copious amount of trees. The park also features an LED screen, a plaza with 102 in-ground water jets, 1100 ft long granite seat wall, and two dozen sculptures. Sculptures by renowned artists, including Mark di Suvero, Tony Smith, Aristide Maillol and Jim Dine are sprinkled throughout the park that will pull the visitor through the space.

Community Institution: Zoo, Aquarium, Arboreteum, Botanic garden (*see pg 64 for more information*)

City Lights **South Broad Street** **Philadelphia, Pennsylvania**

South Broad Street is an area known for its density of cultural venues including concert halls, theaters, and a lively art school. This area, known as the "Avenue of the Arts," now has the added attraction of a light show choreographed to dance along nine buildings from dusk to midnight.

Synchronized light-emitting diode (LED) fixtures illuminate building facades and cause them to become lighter and darker and to change color. According to the lighting engineers, the lights gradually fade in and out, but every 15 minutes the lighting sequence quickens and for the next three minutes the colors might jump back and forth across the street or run rapidly down the street. The light shows can be programmed for special events or timed for theatre curtain calls. "LED gives you infinite possibilities," says Paul Levy, president and CEO of the Center City District, the business improvement district that initiated the project.

Community Institution: Community Arts & Cultural Organization

Youth & Families

American households are changing. With increasing numbers of single-parent families, the nuclear family stereotype characterizes fewer and fewer homes. Thirty-five years ago, 40 percent of all households consisted of a husband, wife and children. Today that figure has fallen to about 28 percent.²⁴ The explanation? A rising number of households are headed by only one parent. In 2005, nearly 13 million families were single-parent households, the vast majority of which are headed by single mothers.²⁵ Simultaneously, education budgets have shrunk and teaching strategies have shifted. Schools focus on meeting standardized math and reading test scores set by the No Child Left Behind Act and have little time or money to provide opportunities for creative education.

A rapid increase in the number of single-parent households, the concurrent rise of two parents in the workforce and large educational budget cuts have dramatically decreased the availability of resources and outreach to our nation's youth. At the same time, parents struggle to balance their careers and family life. This places a rising level of pressure on local agencies, institutions and government to improve public policy measures and jumpstart youth and family outreach programs. Too often, however, it is difficult to find funding or the will for these programs, leaving the needs of urban youth and their working parents unmet.

However, it is critical for working parents to know that their children will be safe in a neighborhood, and have educational and recreational resources available to them. The disalignment of need versus action makes it crucial for cities and localities to examine the design, planning and management of urban communities in order to meet the special needs of parents and their children.

Cities, and the neighborhoods, within them can be made safer and more accessible to youth by providing parks, recreation centers, performance and exhibition space, museums, libraries and after school programs. These centers for learning, creativity and healthy living can provide parenting outreach to build stronger homes and family relationships, and also provide education and creative programming to teach urban youth lifelong, productive skills. Thus, local institutions have the power to provide resources, outreach and amenities in order to better serve the needs of the modern family.

Youth & Families: Best Practices

FOSTERING THE FUTURE PROGRAM SILICON VALLEY COMMUNITY FOUNDATION MOUNTAIN VIEW, CALIFORNIA

Despite talk and action in the political arena, child welfare remains a persistent problem in California and throughout the nation. SVCF uses a venture capital financing model to fund their “Fostering the Future” Program to bring about change to the child welfare and foster care system in their region by way of providing legal and housing advocates and funding programs to improve academic performance, self-advocacy, and life skills. This innovative financing approach for their community outreach programs allows investors to engage in accountable, multi-year funding plans that provide tremendous results in fighting community issues.

Community Institution: Community Foundation (*see pg 70 for more information*)

HABITOT CHILDREN’S MUSEUM BERKELEY, CALIFORNIA

Often, low income and at-risk communities have limited access to early childhood and parenting resources, especially in the arts and education arenas. Partnering with hundreds of social service agencies, teen parent programs, library literacy programs, homeless shelters, Head Start schools, and hospitals, Habitat Children’s Museum has become committed to equitable childhood education and family support in order to lower access barriers and build a sense of community inside their facilities and outside their doors. These partnerships aid Habitat in providing early childhood and parenting education classes, free admission days and subsidized memberships, and creative arts and multicultural programming. As a result, Habitat is able to nurture a stimulating equal-access educational environment that develops young minds and enduring ties with—and between—participating families.

Community Institution: Museum (*see pg 58 for more information*)

IMAGNON CHARLOTTE, NORTH CAROLINA

When the local children’s library and children’s theater were running out of space, the directors of both institutions decided to collaborate on a new, combined facility that had a unique approach to learning and the arts, and would serve as a center for youth and families in the downtown Charlotte area. With construction complete, the ImaginOn Center is now a haven for children and teenagers with myriad interests. In a free safe environment under one roof, a child or teen can read, use a computer, go to a play, attend a theater or cooking class, record a song, and go to an art exhibit. What began as the simple idea of expanding library and theater space transformed into an innovative center that develops and educates young minds in the center of downtown.

Community Institution: Library (*see pg 54 for more information*)

PROJECT ROW HOUSES HOUSTON, TEXAS

In an effort to save 22 historic shotgun-style homes, Project Row Houses engaged in a one-year rehabilitation plan to restore the houses and make them suitable for programming in public art, education, and youth and community development. After the restoration of all 22 historic homes was complete, PRH turned them into a center for art and culture education programs that celebrate the heritage of the community and provide social services for youth and single-working mothers. Five of the homes house single-mothers who receive parenting outreach from PRH while they look for steady employment to support themselves and their children. The previously abandoned homes are now put to good use, providing critical services to youth and young mothers in this urban Houston neighborhood.

Community Institution: Community Arts & Culture Organization (*see pg 44 for more information*)

GOOD TOP GROW ASSOCIATION OF CHILDREN'S MUSEUMS

Good to Grow! is an initiative guided by the Association of Children's Museums (ACM) to support children's museums in providing healthy activities for children and their families. It is a direct response to the public health crisis of obesity among youth. Recent studies indicate that obese children rate their quality of life as low as children with cancer and experts believe that family education is the single most important factor in promoting healthy choices.

Good to Grow! was born in 2003 when a consortium of ACM member museums convened to discuss how education and activities targeted to reduce childhood obesity could be addressed within children's museums. To date, four museums have earned the Good to Grow! designation. They are:

- Children's Discovery Museum of the Desert (Rancho Mirage, CA)
- The Children's Museum of the Brazos Valley (Bryan, TX)
- Creative Discovery Museum (Chattanooga, TN)
- Discovery Center Museum (Rockford, IL)

Community Institution: Museum

Wellness

A major factor of community livability is the health and overall wellness of its residents on both an individual and community-wide level. A glance at any health page in a newspaper will show alarming statistics about Americans' lack of understanding and attention to the health and wellness of their minds and bodies. As Kenneth L. Gladish, Ph.D., national executive director of YMCA of the USA, puts it, "America has unwittingly created an unhealthy society for our children...over nine million U.S. children [are] overweight—more than double the percentage in 1980 according to Centers for Disease Control."²⁶

Without serious measures in place, communities are threatened by all manner of potentially degrading health-related problems. If nothing is done, today's children could be the first generation to date to have a shorter life span than their parents.²⁷ There are six spheres of wellness, each with unique problems and solutions. Through understanding these different types of wellness, a community will be better prepared to address them comprehensively.

Individual institutions that explore how they can contribute to the different spheres of wellness and how to increase the overall wellness of the population can have a large impact on individual lives and the future of the community as a whole.

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. 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 in that it 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.

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.

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, e.g. some people may feel it is more important to include many physical activities, whereas others might think it is better to participate in intellectual activities.

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

NUTRITIONAL WELLNESS: Nutritional wellness has been and still is a hot topic in American society. People are always trying to diet or lose weight to gain a better self-image. 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.

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.

Wellness: Best Practices

FARMERS' MARKETS KAISER PERMANENTE HEALTH SYSTEMS NATIONWIDE

Kaiser Permanente has been a nationwide healthcare system since the 1940's, but it was not until recently that they have taken measures to instill a sense of urgency in people in regards to their physical and nutritional health. Kaiser has successfully implemented several health education and outreach programs, with one of the most unique being Dr. Preston Maring's idea of bringing farmers' markets straight to the hospitals. Maring started with weekly markets at Kaiser's home base in Oakland, California, and 27 markets have since opened at Kaiser facilities across the country. Kaiser Permanente encourages healthy living through several initiatives, but the tangibility of the farmers' markets at Kaiser facilities both strengthens the hospital's role in the community and the community's ability to sustain itself.

Community Institution: Medical Centers (*see pg 61 for more information*)

HEART OF CORONA INITIATIVE QUEENS MUSEUM OF ART CORONA, QUEENS, NEW YORK

In recent years, the Corona neighborhood in Queens, New York has faced issues surrounding literacy, health, neighborhood appearance, and lack of identity, yet it is the same community that once hosted the World's Fair and housed the United Nations. In order to combat the aforementioned problems, the Queens Museum of Art jumpstarted the Heart of Corona Initiative— a multifaceted collaboration of 43 community-based organizations that is engaging in community development through the use of the arts and the rich culture of the area. A central focus of the initiative is to improve the health and wellness of the community through active living programs, a healthy cookbook, and street festivals in which they provide health screenings and register hundreds of previously uninsured residents for health insurance. As the lead organization for the initiative, the Queens Museum of Art is stepping outside the bounds of its role as an art museum to improve the quality of life of residents in the Corona neighborhood.

Community Institution: Community Arts & Culture Organization (*see pg 59 for more information*)

PHYSICAL EDUCATION DEPARTMENT OF THE NAPERVILLE SCHOOL DISTRICT NAPERVILLE, ILLINOIS

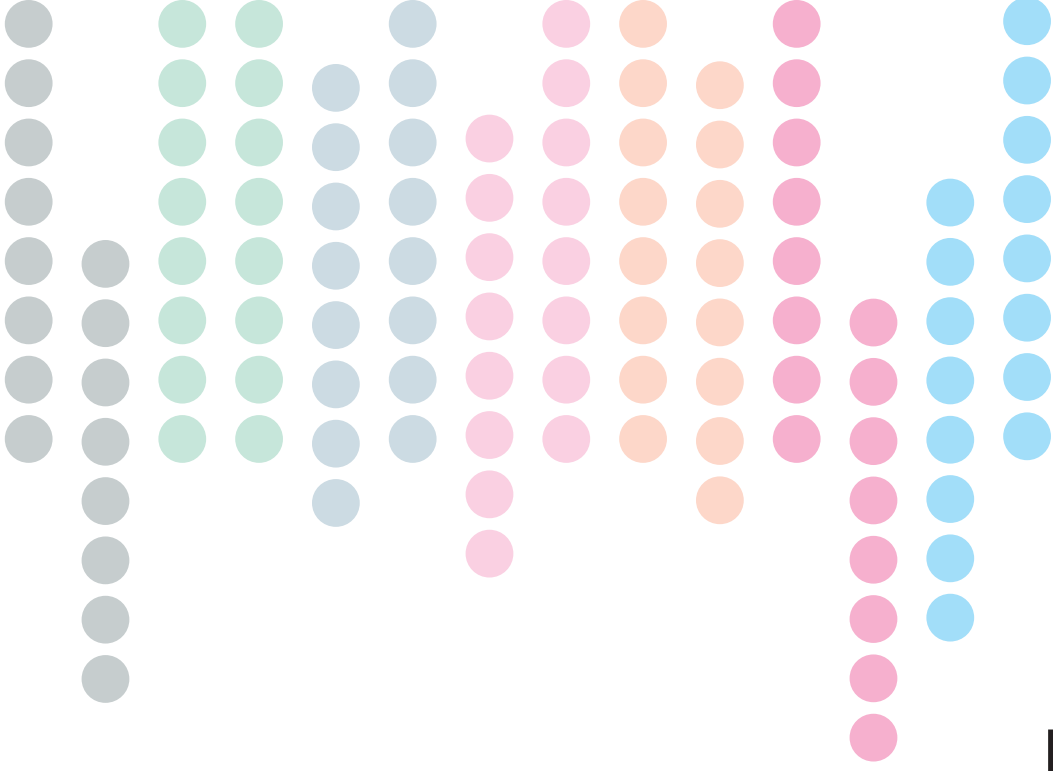
Twenty-five percent of school-aged children in the United States receive no physical education because academic standards and stigmas from P.E. of generations past prevent innovation and motivation in the field. While many students succeed in these old models, some argue that competition-based curriculum cause many children to feel ostracized or picked-on. The Naperville School District simultaneously recognized these potential problems, and yet found a way to continue to try to address increasing problems of health and childhood obesity. The Naperville Physical Education Department now emphasizes general fitness that is inclusive and encouraging, rather than exclusionary competition-based activities, and is tapping into modern technology to both engage students and allow them to track their progress. Through innovative, non-competitive education during the childhood and adolescent years, the Naperville P.E. Department hopes to encourage lifelong physical wellness for their students.

Community Institution: Education Institution (*see pg 50 for more information*)

BRONX GREEN-UP NEW YORK BOTANICAL GARDEN BROOKLYN, NEW YORK

Urban areas are often characterized as “concrete jungles,” with no green spaces or parks in sight. The Bronx Green-Up, a community outreach program sponsored by the New York Botanical Garden, is quickly reversing that stereotype. In an effort to promote sustainable lifestyles and improve Bronx neighborhoods through greening projects, the Green-Up leads workshops, offers advice and training, and educates community groups on how to garden and compost. Participants have learned the benefits of healthy living through their gardening work with the Bronx Green-Up. The community gardens and green spaces throughout the Bronx serve as sources of fresh, nutritional food and as community centers that foster a sense of place and neighborhood identity.

Community Institution: Zoo, Aquarium, Arboreteum, Botanic Garden (*see pg 63 for more information*)



appendix
& case
studies

institutions as fulcrums of change

- ★ **community arts & cultural organizations**
- ★ **educational institutions**
- ★ **libraries**
- ★ **museums**
- ★ **medical centers**
- ★ **zoos, aquariums, arboreteums, botanic gardens**
- ★ **parks & recreation departments**
- ★ **congregations/faith-based organizations**
- ★ **public markets**
- ★ **community foundations**
- ★ **community gardens**



Community Arts & Culture Organizations

YOUTH & FAMILIES

PROJECT ROW HOUSES

HOUSTON, TEXAS

Several years ago, 22 shotgun-style homes in the heart of Houston's Third Ward were abandoned and at risk of being destroyed. In an effort to save these historic homes, Project Row Houses formed a Community Development Corporation to purchase the land and develop a revitalization plan that included local residents. With the focus of art and African American history, PRH engaged in a one-year rehabilitation period to restore the houses and make them suitable for programming in public art, education, youth and family development and community development.

After the restoration of all 22 historic homes was complete, PRH turned them into centers for art and culture education programs that celebrate the heritage of the community and provide social services. Eight of the houses are used for biannual art installations, five are used for after-school and summer education programs for community youth, and two are used for offices.

Seven are used for the Young Mothers Program. Today, more than ever, single mothers are the heads of households and often do not have a high enough income to support herself and her family. PRH's Young Mother's Residency Program was created to directly address this problem. In an effort to help young at-risk mothers become self-sufficient, PRH converted seven of the aforementioned homes as centers to foster positive parenting that provide counseling, workforce development and education.

PRH has recognized that a major problem in their community is the issue of youth and family needs. PRH's goal is that the conversion of these homes from abandoned buildings to dynamic spaces for arts and cultural engagement will prove that art, in conjunction with social services, can build relationships and set the groundwork in building successful careers in the creative economy.

Project Row Houses

2521 Holman

Houston, TX 77251

<http://www.projectrowhouses.org>

NEIGHBORHOOD REINVESTMENT

MOVIMIENTO DE ARTE Y CULTURA LATINO AMERICANA SAN JOSÉ, CALIFORNIA

Movimiento de Arte y Cultura Latino Americana (MACLA), located in the William/ Reed Corridor in downtown San José, utilizes arts and cultural programming to overcome the conflicting interests of longtime neighborhood residents, new immigrants, and new development. With a wide array of arts-based programs, MACLA has worked to establish a more unified community identity that includes old and new residents alike and can withstand the changing demographic pressures in the future.

MACLA was formed nearly 20 years ago in an effort to support Latino artists who wanted to use their work as the basis of community change. Today, however, their role in the William/Reed Corridor has expanded greatly: their center serves as a gallery space and performing arts venue, as a resource for people who want to get involved in the process of using the arts as a technique in community building, and as a space for open and honest community dialogue. They are also working to form a neighborhood business association as a resource for the neighborhood's population of immigrant small business owners. As a part of this process, they have created a business directory in both English and Spanish to be distributed all over the city.

One example of MACLA's work in San José is O'Donnell's Gardens, a local park where MACLA hosts many events. They helped neighborhood groups create the park into a vibrant, "activated" space that is constantly filled with people and activity. It is through these public spaces and projects that MACLA unites the community and creates community dialogue by breaking down communication barriers.

With a constant influx of new immigrants (mostly from Mexico and Vietnam) and new development, the downtown William/ Reed Corridor in San José is in need of strong community advocates. With these changes come tensions between new residents and old, new urban fabric and old. MACLA has been working for 20 years to combat these conflicts and pressures to solidify a community identity through the arts and community-wide events and connect and support its local business so that the corridor becomes a thriving hub of activity.

MACLA
510 South First Street
San José, CA 95113
<http://www.maclaarte.org>

Community Arts & Culture Organizations

THE CHANGING WORKFORCE **JUXTAPOSITION ARTS** **ST. PAUL, MINNESOTA**

In the 2000 census, 50 percent of the Near North neighborhood of Saint Paul, Minnesota was under the age of 18, and the majority of the population was African-American, Hispanic or Southeast Asian. Visual artist Peyton Russell and his high school friend Roger Cummings grew up in this neighborhood, and connected in 1993 to create an organization that would use the arts to strengthen the community in which they were raised. Russell and Cummings first worked under the auspices of another organization, but decided to branch out on their own in 1995 to create Juxtaposition Arts—a youth arts program that would use creative education and arts practice in a way that would engage youth in community affairs, and instill the qualities in them to become civic leaders.

Juxtaposition Arts' program offerings are diverse and impactful. First, they have several studio arts programs that provide participants with college-level education in hands-on art creation, critique, history, and exhibition. Juxtaposition also teams with community groups to complete public murals. The mural projects teach participants teamwork and allow them to build community pride and sense of ownership through the completion of their work. In addition, Juxtaposition Arts is in the process of developing lasting partnerships with local schools in order to incorporate arts in non-arts classrooms. Completed projects include a science-themed mural project and a painting and collage assignment on public school integration in Little Rock in 1957.

But these programs are not just aimed at improving the community or teaching art. With an increasingly diverse economy and the rise of the creative economy, Peyton and Cummings hope to teach their students leadership and work skills to accompany their art classes and mural projects. By combining workforce development with creative education, Juxtaposition Arts is developing the future leaders of the creative economy.

After years of using other arts facilities, Juxtaposition Arts has recently acquired their own building, asserting their presence as a permanent force in community development. By engaging youth in their variety of arts-based programs, Juxtaposition Arts hopes to improve the Near North commercial corridor with public murals, expose their students to urban planning and design, and train them to become active community participants and civic leaders. By combining creative education with practical skill training, Juxtaposition Arts hopes to engage youth to positively improve the community that they live in.

Juxtaposition Arts
2007 Emerson Avenue North
Minneapolis, MN 55411
<http://www.juxtaposition.org/>

LIVABLE SUBURBS

MI PUEBLO PROJECT

CASA FAMILIAR

SAN YSIDRO, CALIFORNIA

Home to the nation's busiest border crossing, San Ysidro, California is a suburb of San Diego, California that lies just north of the United States- Mexico border. Comprised mostly of immigrants, San Ysidro is often ignored as simply the place where cars drive through to get to the border. Many of its residents come from nearby Tijuana, Mexico, a city that is known mostly for its underground drug trade and slum-like conditions. Casa Familiar, a San Ysidro based organization, is working to create vibrancy in their community to build an immigrant-based suburb out of a town known solely for its border crossing.

When others saw poverty in the housing development and shantytown construction of Tijuana's neighborhoods, Architect Teddy Cruz saw brightly colored subdivisions that transformed their open spaces into community spaces ranging from grocery stores to taco stands to car repair shops. But how could he mimic this unique built environment under the strict building and zoning codes of San Diego? Cruz decided to partner with Casa Familiar, a Latino-based community organization that helped Cruz develop the Mi Pueblo project and lobby the San Diego City Council to modify zoning laws.

Casa Familiar, working with Cruz, succeeded in getting the zoning changes necessary for their development, and the 12-unit Mi Pueblo project was to be a "frame for future development with a block-long semipublic loggia as its centerpiece" and would be a new development model to rethink how suburbs are built. The project includes and connects the historic core of San Ysidro; built community access ways that would serve as public open spaces leading to the public library; and built affordable housing that bucked the trend of suburban pitched roofs, front porches and lawns.

Teddy Cruz recognized the self-made modifications to tract developments and shantytowns in Tijuana, Mexico that added character, sense of place, and community pride to neighborhoods. With increasing numbers of middle-class immigrants moving to the suburbs in lieu of city centers, it is important to think about and address the needs of the new suburban demographic. By including informal networks of public space and architectural solutions that would allow residents to modify the use of their space to their own needs, Cruz's design has launched a campaign to encourage planners and architects to rethink design approaches to accommodate social interaction and mixed-use. As a neighborhood group, Casa Familiar has used the success of Cruz's project to start more development projects with the goal of making San Ysidro a vibrant San Diego suburb.

Casa Familiar, Inc.
119 West Hall Avenue
San Ysidro, CA 92173
<http://www.casafamiliar.org>

Educational Institutions

AGING IN PLACE

UNIVERSITY OF FLORIDA-OAK HAMMOCK RETIREMENT HOME PARTNERSHIP GAINESVILLE, FLORIDA

In several years, nearly one in every five Americans will be over 65 years of age. With this rapidly growing population—who are eager to lead and participate in their communities—comes a responsibility to redefine the boundaries and resources in our neighborhoods and cities. Recognizing the challenge of accommodating this rapidly growing demographic, and realizing that they cannot be disregarded, the University of Florida and the Oak Hammock Retirement Home joined forces to create a symbiotic partnership.

A variety of departments and schools within the University serve residents of Oak Hammock, while the retirement facility serves as a convenient hands-on classroom for students. The College of Health and Human Performance, for example, helps run and maintain Oak Hammock's state-of-the-art fitness center, and the College of Dentistry staffs an on-site dentist office. Continuing this trend of healthy aging, the College of Medicine and College of Pharmacy provide consultations and lectures on health.

The partnership between the University of Florida and Oak Hammock also allows residents to participate in lifelong learning and take advantage of the rich arts and culture that the university has to offer. Residents have access to sporting events, performing arts events, and libraries, among other events and facilities. They can also take classes on the retirement site, venture to the campus to listen to a lecture or class, or lecture and mentor students themselves.

The University of Florida and Oak Hammock have 18 affiliation agreements. Unlike many other Town-Gown partnerships, the Gainesville, Florida community is able to witness a truly reciprocal relationship between the aging community and the university. The University and Oak Hammock have created an environment that is appealing to both young and old alike.

Oak Hammock at the University of Florida
5100 S.W. 25th Blvd.
Gainesville, Florida 32608
<http://www.oakhammock.org/partner.html>

NEIGHBORHOOD REINVESTMENT
SUSTAINABLE URBAN NEIGHBORHOODS PROGRAM
UNIVERSITY OF LOUISVILLE
LOUISVILLE, KENTUCKY

Gangs, drugs, prostitution, unemployment, homelessness, and lack of education were all problems that plagued an impoverished neighborhood in West Louisville, Kentucky. Yet, this community also sat near a large university, and had many congregations, a library, a YMCA, and several green spaces. Tapping into this potential, the Sustainable Urban Neighborhoods (SUN) Program at the University of Louisville created a partnership with business and government entities, the local junior college, and community-based groups to form a multifaceted strategy to drive this community toward self-sufficiency.

Called the Russell Partnership, the SUN-led team began their grassroots redevelopment with funding from the U.S. Department of Education, the U.S. Department of Housing and Urban Development, and local agencies. Rather than rebuilding the entire neighborhood, the Russell Partnership focused on four issues to create a dynamic, multifaceted strategy to achieve community rehabilitation: housing, economic development, community organizing, and neighborhood revitalization.

SUN and the Russell partnership developed an improved community design and master plan, and focused efforts on home ownership, affordable housing, community education, historic preservation and economic development. One such product of these efforts is the H. Temple Spears elderly housing development. This development project restored a historic building with surrounding open space to create 65 affordable housing units for low-income seniors that had few other places to live. Not only did this project restore this historic fabric of the neighborhood, but also served the needs of its many aging residents.

Today, crime rates are significantly lower than when the revitalization project began in 1994, and the gang, prostitution and drug activity witnessed in years past is nearly impossible to see. Community education and cultural empowerment are apparent, and economic redevelopment is rampant. The holistic approach of the Russell Partnership and the University of Louisville successfully lifted the impoverished West Louisville neighborhood out of neglect to make it fit in with its historic and culturally-rich surroundings.

University of Louisville
Center for Sustainable Urban Neighborhoods
426 West Bloom Street
Louisville, KY 40208
<http://louisville.edu/org/sun/>

Educational Institutions

WELLNESS

NAPERVILLE SCHOOL DISTRICT NAPERVILLE, ILLINOIS

Twenty-five percent of school-aged children in the United States receive no physical education, likely because academic standards and stigmas from generations past prevent innovation and motivation in the field. People from generations past and today assume that one must be interested in sports or be naturally athletic to succeed in physical education. With increasing problems of health and childhood obesity, however, several school districts are rewriting these unspoken rules to include and improve the health of all students.

One such school district is in Naperville, Illinois. Instead of abiding by old physical education standards, the Naperville physical education department now emphasizes general fitness that includes all students, rather than exclusionary competition-based activities. Instead of having students reach a certain time for a mile-long run, for example, teachers in the Naperville district are training students to simply complete the mile and improve each week to become more fit and healthy. A student who runs an 18-minute mile can receive the same good grade as a student who runs an eight-minute mile if they are both working hard with a positive attitude. Tailoring physical education activities to an individual trains them on how to become more physically fit and live more healthily, rather than having them play sports or games that do not dynamically teach them.

Naperville is also tapping into modern technology to both engage students and allow them to track their progress. This technology also allows students to enter personal information about them that tailors a particular workout to their body and capacity. While many school districts may not have enough money to fund technologically advanced physical education programs, it is the principle of individual fitness and motivation that will help bridge the gap between want for physical education and the actual inclusion of programs in the K-12 curriculum.

Physical Education Departments hope to encourage lifelong physical wellness through education during the childhood and adolescent years. Naperville students feel fitter and happier, and report doing better in school as a result of their physical education. Other school districts across the nation are catching on to the same trends, and non-profit organizations such as P.E.4LIFE provide training materials and programming to reinstate good, healthy physical education programs in schools across the country.

Naperville Community Unit School District
203 West Hillside Road
Naperville, IL 60540
<http://www.naperville203.org/>

LIVABLE SUBURBS

SOCIAL JUSTICE ACADEMY SAN LEANDRO HIGH SCHOOL SAN LEANDRO, CALIFORNIA

San Leandro High School sits in the diverse Oakland suburb of San Leandro, California, a city in which nearly one-third of the population is foreign born. The school itself is only 15 percent white, over 40 percent of students are economically disadvantaged, and many of the students underperform in the classroom. Fresh to the Bay Area from New York City, teacher Ari Dolid wanted to engage these at-risk, underperforming students in learning both inside and outside of the classroom. His idea for the Social Justice Academy at San Leandro High School would use a service-learning methodology to merge community service with classroom learning in an effort to academically engage his students and benefit the San Leandro community.

With a \$250,000 California Department of Education grant in hand, Dolid began orchestrating his plan for a small learning community that would serve students who were not connecting with the classroom or the curriculum, but had an “X-factor” that set them apart from other students. During the spring of 2007, Dolid put out applications for the new Social Justice Academy, and then held interviews for interested and eligible students. He selected 35 rising sophomores for the pilot year of the program, and they will stay together in the classroom until graduation in 2010. Each year, he plans to phase in 35 more rising sophomores—who also stay in the Academy until graduation—in an effort to reach as many students as possible, while still giving students the attention necessary to engage them in the classroom and the community.

The Social Justice Academy’s four main tenets are communication, critical thinking, personal responsibility, and social responsibility. To meet these goals, the Social Justice Academy incorporates issues and “isms” that students face every day into the classroom. For example, a field trip to serve the homeless in San Francisco prompted a classroom discussion on classism, while preparing emergency kits for seniors allowed students to broach the topic of ageism. While students are able to learn from these field trips, the outside community also benefits from their volunteer services. Partnerships with organizations like the Boys and Girls Club and the American Red Cross, field trips, and guest speakers make the classroom more interesting for these at-risk students, allowing them to connect to learning and become civic leaders that work to improve the San Leandro community.

The Social Justice Academy at San Leandro High School
2200 Bancroft Avenue
San Leandro, California 94577
<http://www.slhs.net/~socialjustice/>

Educational Institutions

AGING IN PLACE BOOMER PROGRAM DALLAS, TEXAS

Richland College received special attention in Dallas news for its programs that retrain older workers and retirees for new careers. Educators say Richland is emerging as a national model for catering to baby boomer students. The American Association credits Richland College as being one of the first community colleges to reach out to retirees. The college's Emeritus program for retirees began in 1989 with 150 seniors and has since grown to more than 4,000 enrollments in daytime classes that teach everything from computer skills to genealogy. With more than 650,000 Dallas County residents between 40 and 60, college officials see an almost unlimited potential for their new programs.

The Boomer Reboot program began in January 2008, with evening classes to help them learn how to look for a job, plan for retirement, care for aging parents, and manage their own stress. Counselors recommend applicants emphasize experiences rather than age, and that boomers limit their resumes to the past fifteen years. Richland offered 17 courses for Boomers specifically in 2008. These include a retirement planning course, Brain Gymnastics, Art & Science of Hearing Enhancement, Stamp Out Stress, a course on parent care, and a course on the modern job search.

The retirement planning course is designed for those who worry they haven't saved enough for the remainder of their lives. The program says almost half of the Boomer generation feels this way. The course is led by a financial planner and develops a do-it-yourself exercise to analyze their personal finances and how much they can 'enjoy' retirement.

The Journey of Parent Care course teaches students how to juggle their job and care for an older relative. One in six workers cares for an older relative, which might be long-distance care and a large added stress.

Courses began in January 2008 and range from \$12-\$40. The year-long certification program costs \$3,000. In 2008, 1,400 of the colleges 15,000 students were between the ages of 40 and 60. The goal is to increase this number.

AARP recently singled out Richland for its Conversation Partners program as a model for volunteerism. Each year, 500 seniors in the Emeritus program volunteer to help foreign-born students improve their language skills.

Boomers Program, Emeritus Department
12800 Abrams Road Crockett Hall Room 120
Dallas, TX 75243
<http://www.richlandcollege.edu/boomers/>

CHANGING WORKFORCE
MARION ALBER ENTERPRISE CENTER
OHIO STATE UNIVERSITY
MARION, OHIO

The Marion Alber Enterprise Center worked with Triumph Thermal Systems to help prevent the loss of worker expertise and disruptions to service as talented workers left their workforce for retirement. This was not a retraining program for the retiring workers, but one for the younger workers that allowed the retirees the flexibility to return out of retirement as trainers.

In 1999, the company was anticipating a loss of nearly 40% of its workforce due to scheduled retirements. Those who remained would be moving into vacated positions and therefore virtually every position would need training. The company needed to capture worker expertise before it left, create expert training materials, quickly implement the job-training program, and continue to comply with their ISO certification program. The Alber Center helped analyze job classifications in order of scheduled retirement dates for best practices, work performance standards, prerequisite skills & abilities, and other criteria. Training materials and procedures were developed with input and oversight of the incumbents. Some retirees chose to return to help in the training process.

Marion Alber Enterprise Center
1461 Mt. Vernon Ave
Marion, OH 43302
<http://www.marion.ohio-state.edu/alber/>
<http://www.marion.ohio-state.edu/Alber/Triumph.htm>

YOUTH & FAMILIES

IMAGNON

CHARLOTTE, NORTH CAROLINA

Over ten years ago, both the public library and the children's theatre in downtown Charlotte were running out of space. Directors of both organizations became worried that they would not be able to accommodate all of the programs and resources for their patrons, so they decided to collaborate on a new, combined facility that had a unique approach to learning and the arts, and could serve as a center for youth creativity and education in the downtown area.

Two years after the conception of the idea for the new facility, voters approved a bond measure to fund the project, and after an extensive fundraising effort, construction began in 2003. Now complete, the ImaginOn center is a haven for children and teenagers from all walks of life. Children can visit the library to read, learn and play, aided by a staff that have expertise in early childhood development and literacy. A six-year-old can enjoy story time at the library while her 15-year-old brother makes a film, records a song, or animates a cartoon in Studio i at Tech Central. Under the same roof, a child or teen can read, go to a play, use a computer, attend a theater or cooking class, record a song, and go to an art exhibit.

Instead of using dated library designs, the directors of the Charlotte public library and of the children's theatre tapped into new ideas and changing trends to develop an innovative education and arts center. Because of their array of programming, much of which is free, the ImaginOn center appeals to children and teenagers with varying interests. A high-school student who wants to go into animation or film-making can co-exist with a fantastical seven-year-old who wants to sing and dance and a twelve-year-old who wants to read a book on George Washington to satisfy their dreams of becoming the president.

What began as a simple idea—to expand current arts and library spaces—morphed into an imaginative center appealing to the entire population. By offering so many programs and resources, the ImaginOn center builds on the social capital of Charlotte and the surrounding region by developing and educating young minds who are the future workers, performers and leaders of the Charlotte region.

ImaginOn—The Joe and Joan Martin Center
300 E 7th St
Charlotte, NC 28202
<http://www.imaginon.org>

AGING IN PLACE

DR. JAMES CARLSON LIBRARY FARGO, NORTH DAKOTA

The Southpointe Branch of the Fargo Library was originally placed in a strip mall and was too small to serve as a full-service library. Plans emerged to replace this branch with the Dr. James Carlson Library—a 15,000 square-foot full-service branch of the Fargo Library system. The “co-location” of the Carlson Branch, a senior center and a park allows the growing older adult population to have easy access to culture, leisure and recreation.

In building the new branch, the Fargo Public Library partnered with the Fargo Park District. This collaboration resulted in a dual-facility—the Carlson Branch is connected to the Park District’s Ed Clapp Park Senior Center, both of which are adjacent to Ed Clapp Park. This “co-location” allows users of both buildings to have access to the park for recreation, or outdoor programming and activities. Additionally, by placing a senior center next to a public institution and a park, it allows older adults to have easy access to cultural, social, and health-related activities that they might not otherwise be able to participate in.

In addition to their wide variety of literary resources, the new Carlson Branch includes a meeting room, study rooms for collaborative learning, and a large children’s area—making it a space that appeals to children, adults, and seniors alike. Seniors who cannot access the Clapp Senior Center or the Carlson Library can still promote their desire for lifelong learning through the Public Library’s delivery service. They deliver books and other library materials to assisted living facilities, senior living centers, housing for the disabled and private homes.

Through their unique services and creative partnerships, Fargo, North Dakota has created a recreational and educational center that allows their older adult citizens to age in place and coexist with the rest of the community.

Dr. James Carlson Library
2801 32 Ave South
Fargo, ND 58103
<http://www.cityoffargo.com/CityInfo/Departments/Library>

NEIGHBORHOOD REINVESTMENT

DELRIDGE LIBRARY AND THE VIVIAN MCLEAN PLACE APARTMENTS SEATTLE, WASHINGTON

Six years ago, Seattle's Delridge neighborhood did not have a public library branch and affordable housing options were sparse. The Delridge Neighborhood Development Association (DNDA) noticed both of these problems, and the community lobbied the Seattle Public Library to include a Delridge Branch into their master plan. With funding and a plot of land secured, the DNDA designed and built the facility with the approval of the Seattle Public Library and the community at-large.

The mixed-use building was complete in 2002, housing 19 affordable apartments, a community room, internet access on several computers, and an array of CDs, DVDs and, of course, books. On one level, this building is beneficial, and will likely positively impact the Delridge community. Mixed-use buildings are often more sustainable than separate land uses, libraries contribute to the intellectual capacity of a community, and affordable housing can serve as glue to the racial and socioeconomic construct of an area by preventing gentrification.

The improvements that this mixed-use building of this sort can have on a community are extremely positive. Beyond their goal of increasing the affordable housing stock, the Delridge Library encourages connections and interpersonal relationships between people; it increases opportunities for lifelong learning; it creates opportunities for the participation of youth in community life; and it improves the built environment of the neighborhood.

DNDA is guided by four community-building principles: community development, community empowerment, partnerships to better serve the community, and environmental responsibility. With these four tenets in hand, the Delridge Library and Vivian McLean Place Apartments were built, preserving and adding to the cultural richness of the Delridge neighborhood.

Delridge Branch- Seattle Public Library
5423 Delridge Way S.W.
Seattle, WA 98106
<http://www.dnda.org>

CREATIVE CITY: DOWNTOWN ALIVE

SALT LAKE CITY LIBRARY

SALT LAKE CITY, UTAH

In February 2003, Salt Lake City opened a library that divorced itself from the traditional norms of what a library should be. Libraries are classically known to be repositories for books, but the Salt Lake City public library reinterpreted what the library as an institution could offer. The library offers a richer and more imaginative experience to the public than traditional libraries. The main library and branches provide many services to the community such as business classes, continued learning classes, meeting rooms for local clubs, seasonal community events, and community programs. The library acts also as a cultural center, where citizens learn new languages and are exposed to other cultures.

The library is comprised of a main library, a children's library, the Canteena(teen library), a cafe, and audio-visual center. The main library has over 750,000 titles in their collection. The children's library is a light-filled, five-story atrium designed to encourage dreaming, reading, imagining, and inventing. The Canteena offers teen-interest books and a technology and media center to allow for group study and individual development. The technology center and training lab offer 42 computer stations with Internet access; an additional 121 Internet computers are located throughout the building. The library not only offers books, but audiocassettes, compact discs, videocassettes, DVDs, and CD-ROMs.

The linkage of the library and City Hall as companion buildings was to support civic engagement. The public plaza was designed to create opportunities for community festivals, events, and celebrations. Funding has been provided through some of the Olympic revenues to complete the east side of the block as a peaceful urban green space.

The plazas, water features, and gardens of the new Main Library are designed in the same spirit of other great public spaces—a place to meet friends, relax with a book, watch a concert, participate in a debate or celebrate the city.

Main Library- Salt Lake City Library

210 East 400 South

Salt Lake City UT 84111

(801) 524-8200

http://www.slclpl.lib.ut.us/locations.jsp?parent_id=84&page_id=20

Museums

YOUTH & FAMILIES

HABITOT CHILDREN'S MUSEUM BERKELEY, CALIFORNIA

While Habitot Children's Museum is billed as a hands-on discovery museum for young children and their families, its impact reaches far beyond their interactive exhibits and educational program offerings. While Habitot has served over 600,000 people since its opening in 1998, it is Habitot's outreach to underserved communities and their commitment to community building and equitable childhood education that makes it stand out.

Often, underserved communities do not have the same level of access to educational opportunities for youth. Habitot has worked to solve this problem by partnering with hundreds of social service agencies, teen parent programs, library literacy programs, homeless shelters, Head Start schools, and hospitals. These partnerships, in addition to free admission days and subsidized family memberships, allow low-income and at-risk children and families to immerse themselves into a creative, educational environment in the heart of Downtown Berkeley—a highly accessible area. Thus, Habitot is able to broaden their audience in an effort to build an equitable educational environment and allows families from diverse backgrounds to find common ground in parenting and the growth of their children. The connections between people formed in the hands-on exhibits, art programs or parenting classes help to break down the boundaries of race and class in the multicultural East San Francisco Bay Area.

In addition to being inclusive and engaging to the entire community, Habitot is innovative, providing a diverse offering of art programs, parenting classes and resources, multicultural programs, and early literacy classes, among others. With constant reductions in community services and budget cuts in education, Habitot's exhibits and programs are increasingly necessary to guarantee that current and future generations have access to a stimulating, enriching education and to the benefits of a community-building organization. Habitot's commitment to nurturing a stimulating equal-access educational environment develops young minds and builds enduring ties between participating children and families from around the Bay Area.

Habitot Children's Museum
2065 Kittredge Street
Berkeley, CA 94704
<http://www.habitot.org>

WELLNESS

HEART OF CORONA INITIATIVE QUEENS MUSEUM OF ART CORONA, QUEENS, NEW YORK

During the 1980s, the Corona neighborhood of Queens could be characterized as almost entirely Italian-American. Since that point, the demographics of the neighborhood have morphed, with Hispanics comprising 60 percent of the population, and large communities of African Americans, Asian-Americans and some remaining Italian immigrants making up the remaining 40 percent. The neighborhood has low educational attainment, and the median income is significantly lower than that of Queens as a whole. Facing issues surrounding literacy, health, neighborhood appearance, and lack of identity, the Queens Museum of Art (QMA) began the Heart of Corona Initiative, so that they could spark change in their community that was once home to the Worlds Fair and the United Nations.

Headed by the Queens Museum of Art, the Heart of Corona Initiative is a multifaceted collaboration of 43 community-based organizations that is engaging in rapid community development through the use of the arts and the rich culture of the area. One focus area of the initiative is to improve health and wellness in the Corona neighborhood. With a high immigrant population and a general lack of resources, many people suffer from preventable health problems and lack health insurance.

In order to combat the health-related problems of the community, the QMA Heart of Corona Initiative organized several "Corona Cares Day" Street Festivals in which QMA and their partners gave health screenings to nearly 1400 people and registered over 1300 previously unregistered people for free or low-cost health insurance. During their 3 street festivals in 2008, the partners hope to exceed these numbers. Plans are also in the works for a widely distributed healthy cookbook, a health walk program in the central plaza, and a wellness initiative to engage youth in baseball and tennis at the world-class facilities in the adjacent Flushing Meadows Corona Park.

In addition to their wellness-related programming, the Heart of Corona Initiative has organized several community beautification days, provides arts education to youth and adults, has installed four public art exhibits in the main community plaza, and has plans for two immigrant outreach programs: the Immigrants and Parks initiative, and the Literacy and the Arts Program for New New Yorkers. As the head of the collaborative partnership, the Queens Museum of Art is engaging the immigrant-based culture of the Corona neighborhood to make it a healthier and arts-rich community.

Queens Museum of Art
New York City Building
Flushing Meadows Corona Park
Queens, NY 11368
<http://www.queensmuseum.org>

THE CHANGING WORKFORCE CALIFORNIA SCIENCE CENTER LOS ANGELES, CALIFORNIA

In 1987, the outdated California Museum of Science and Industry engaged in a 25-year master redevelopment plan of the museum that included a reassessment of the museum's role in the community. During the second phase of redevelopment, the California Science Center opened the Amgen Center for Scientific Learning and the associated Science Center School. Designed to provide educational programs complementary to the main museum, one focus of the Amgen Center is to engage individuals and the community through educational outreach programs.

The California Science Center resides in the newly redeveloped 160-acre Exposition Park, however the surrounding underserved community of South Los Angeles often do not have the resources to visit the center. This sparked partnerships between the Amgen Center and community organizations to provide science-enrichment programs that targets low-income communities around the Center. Through field trips and guided activities, the Curator Kids Club educates students in the sciences and provides them with practical skill sets. Many of them then graduate onto the complementary Learn 2 Earn program that provides science enrichment and workforce preparedness to teens who serve as mentors and teaching assistants for the Curator Kids Club. These two programs provide concrete workforce training that complements science education in an effort to motivate underserved children and teenagers to enter the workforce as assets to the community.

Neighbor to the bustling hubs of the University of Southern California and Mercado La Paloma, and located in the vast Exposition Park, the California Science Center is a hub for science enrichment and education in Southern California. Thus, it seemed appropriate to open a school on-site that both serves children of the immediate community and utilizes the offerings of world class science facilities, museums and a nearby university. The Center's 25-year redevelopment plan has not only sparked community interest in the California Science Center but also the California Science Center's interest in the development of community youth through education and workforce training.

California Science Center
700 Exposition Park Drive
Los Angeles, CA 90037
<http://www.californiasciencecenter.org>

WELLNESS

KAISER PERMANENTE HEALTH SYSTEMS NATIONWIDE

Kaiser Permanente Health Systems (Kaiser) was originally founded as a “prepaid healthcare system” for industrial workers in Los Angeles, Washington State, and Northern California. Enrollment was opened to the public in 1945 at their Northern California facilities. The current name—after Henry Kaiser and the Permanente Creek in the Santa Cruz mountains—is two-fold: it explains the nonprofit Kaiser Foundation Health Plan and the Permanente Medical Group, which function together in one health system. But Kaiser Permanente is not simply a health system—it is also a community health program advocating for a healthy lifestyle.

Kaiser advocates for community health through several programs on a regional basis. The Educational Theater program goes to schools and theaters in the public to perform and teach about issues like nutrition, substance abuse, self-esteem and AIDS/HIV prevention. Kaiser also aids uninsured and low-income patients through medical subsidies and their Healthy Families Initiative, which provides health, dental and vision coverage for eligible uninsured children at minimal costs.

However, the most unique is Dr. Preston Maring’s effort to bring local Farmers’ Markets to Kaiser facilities all over the country with the goal of promoting healthy living. Dr. Maring is a longtime physician and administrator for Kaiser, and an advocate for a health conscious lifestyle. In May 2003, he turned his interest in organic foods and gardening into the Friday Fresh Farmers’ Market at Kaiser’s home medical facility in Oakland, California. The Market at the Oakland location offers “best of the market bags” and complementary recipes to encourage patients, visitors and employees to cook and eat healthily. Dr. Maring’s hospital farmers’ market was a resounding success, and 27 similar markets have been opened at Kaiser Medical Centers in other California locations, Hawaii, Georgia and Oregon.

Kaiser Permanente encourages healthy living through several initiatives, providing online recipes, e-mail blasts, and information to patients. But it is the tangibility of the farmers’ markets at Kaiser facilities that both strengthens the hospital’s role in the community and the community’s ability to sustain itself.

Dr. Preston Maring
Associate Physician-In-Charge
Oakland Medical Center
Oakland, CA 94611
510.752.7506
<http://www.noharm.org/details.cfm?ID=1112&type=document>

Zoos, Aquariums, Botanic Gardens, Arboretums

CREATIVE CITY: DOWNTOWN ALIVE

ST. LOUIS CITY GARDEN

ST. LOUIS, MISSOURI

St. Louis' urban core lacked a significant attribute that most great cities have—a monumental green space. In the summer of 2008, St. Louis began construction on City Garden a park that drew inspiration from other successful parks like Millennium Park in Chicago. The park was completed in the summer of 2009. City Garden was created by a partnership between the Gateway Foundation, the city of St. Louis, and St. Louis Botanical Gardens. This park brings a new vibrance and energy to downtown St. Louis.

The park sprawls over 2.8 acres offering great views, bluffs, multi-tiered water features, serpentine sidewalks, and plenty of shade from the copious amount of trees. The park also features an LED screen, a plaza with 102 in ground water jets, 1100 ft long granite seat wall, and two dozen sculptures. Sculptures by renowned artists, including Mark di Suvero, Tony Smith, Aristide Maillol and Jim Dine are sprinkled throughout the park that pull the visitor through the space.

City Garden was designed by the esteemed landscape architecture firm Nelson Byrd Woltz out of Charlottesville, VA. The park's design plays on geographic and geologic precedents and uses these cues to ensure the design is within regional context. The design derives inspiration from the cultural and natural histories of St. Louis and the greater region. While drawing on the past for inspiration, the execution of the low-impact construction and use of regional planting had present day ideals of sustainability in mind. City Garden should become an anchor of revitalization and development for downtown St. Louis.

City Garden
Market St & N 8th St
St Louis, MO 63101
<http://www.citygardenstl.org/>

NEIGHBORHOOD REINVESTMENT
BRONX GREEN-UP
NEW YORK BOTANICAL GARDEN
BRONX, NEW YORK

Urban areas are often characterized as “concrete jungles,” with no green spaces or parks in sight. The Bronx Green-Up, a community outreach program sponsored by the New York Botanical Garden, is quickly reversing that stereotype. In an effort to improve Bronx neighborhoods and the health of its residents through greening projects, the Green-Up leads workshops, offers advice and training, and educates community groups on how to garden and compost.

Beginning in 1988, the Green-Up program has helped Bronx residents and community groups turn vacant lots into community gardens that serve as a local source of food. These new green spaces are community centers for people to cross cultural and age boundaries, have parties, picnic, and socialize. The activity of gardening, the resulting fruits and vegetables, and the sense of place developed in the process are all factors in improving community health and sustainability.

With increasing awareness of sustainable practices across the country, the Green-Up instituted a compost program in conjunction with the New York Department of Sanitation. The Bronx Green-Up advocates the practice of composting as a benefit to gardening healthy plants, and as one of the best strategies in waste reduction. The Green-Up educates gardeners and community members on composting at each of one of their 80 gardens, and have a compost exhibit at their home base.

During 2007, the Bronx Green-Up program reached over 5,000 people at 80 gardens and community organizations. Through their workshops, events and other activities, the Green-Up program is fostering a community identity and an awareness of healthy living practices through the beneficial sustainable activities of gardening and composting. Bronx Green-Up provides the infrastructure and educational programming for the community gardens, and the neighborhood residents transform them into a source of food and flowers, a community public space, and an example of sustainable living in the heart of a city.

Bronx Green-Up
The New York Botanical Garden
Bronx, NY 10458-5126
http://www.nybg.org/green_up/

Zoos, Aquariums, Botanic Gardens, Arboretums

LIVABLE SUBURBS

WAVE FOUNDATION NEWPORT AQUARIUM NEWPORT, KENTUCKY

Newport, Kentucky sits across the Ohio River from Cincinnati, Ohio, and has a riverbank that was in dire need of repair. With no aquarium in the area, planning began to build one. Doors opened in 1999, but the nearby section of waterfront was still in disrepair. Under the auspices of the Newport Aquarium, the WAVE Foundation was created as a way to use conservation and education as the basis for revitalizing the waterfront and engaging the community.

The section of waterfront adjacent to the aquarium is home to a 100-year-old cottonwood tree that was set to be cut down. The WAVE Foundation created the Ohio Riverbanks Project to intervene to protect the tree, and decided to use it as a way to create an outdoor community center. Dubbed the “Riverbank Learning Garden,” the area surrounding the tree quickly became a gathering place for the community, as well as an outdoor classroom for the Aquarium’s education programs. The Ohio Riverbanks Project also engages in Riversweep, a community service project to clean the previously blighted riverbank.

The WAVE Foundation also has several conservation- and science-based education programs for underprivileged youth in the Newport area. The Finstitute program allows youth that would not otherwise have access to the Aquarium to participate in their education programs.

Aquariums are consistently called the “new zoos,” as they attract millions of people every year from both inside and outside the communities that they sit in. With regional tourism on the rise and increasing travel costs, larger inner-ring suburbs—much like Newport—are becoming destinations. Local institutions like aquariums and zoos are being built to stimulate the economy of these increasingly diverse and ever-changing suburban communities.

Newport Aquarium
One Aquarium Way
Newport, KY 41071
<http://www.newportaquarium.com>

MULTICULTURALISM

ALGONKIAN REGIONAL PARK STERLING, VIRGINIA

Algonkian Regional Park sits adjacent to the scenic Potomac River in Fairfax County, Virginia, and boasts an impressive array of activities from golfing on a par-72 course to playing in the water park to fishing on the river. Their event center has even been described as the perfect place to get married.

But this portrait of Algonkian Regional Park was flipped upside-down a couple of years ago when hundreds of Iranian families flooded the Park beyond capacity one April Sunday. Toilets overflowed, cars were parked on the grass and the park occupants thought they were being discriminated against when the park manager tried to disperse the crowd. Acting quickly, the managers and rangers shut down the park to cars and turned to their computers to find that a popular Iranian celebration in which it is unlucky to stay indoors—Sizdeh Bedar—happened to be that day.

With rising immigration and an increasingly multicultural society, cultural clashes in parks such as Algonkian Regional Park are becoming more common. Soccer customs in Latin countries are far different than those in the United States, and language barriers often make it difficult to convey park reservation and use rules to new users. After their first encounter with the Sizdeh Bedar celebration, Algonkian Regional Park officials began to adapt, footing a \$5,000 bill to hire extra staff, to hire security for traffic management, and to rent 20 extra portable toilets.

Northern Virginia's changing demographics have allowed park authorities to make Algonkian Regional Park more accessible to all members of their communities despite cultural or language barriers. Park authorities are hiring multilingual rangers, offering multicultural menus at food stands, organizing cultural nights, and providing outreach to make sure that park rules are known. With the appropriate moves, they hope that a soccer team from Bolivia and one from Virginia can play on the same field without conflict, and that Korean golfers can enjoy kimchi alongside American golfers enjoying hot dogs. Park managers and employees, as well as users of Algonkian Regional Park are increasingly recognizing diversity as an asset in building bridges between many cultures to create unified multicultural communities.

Algonkian Regional Park
47001 Fairway Drive
Sterling, VA 20165
<http://www.nvrpa.org/parks/algonkian/>

Parks and Recreational Departments

NEIGHBORHOOD REINVESTMENT

AUGUSTUS F HAWKINS NATURAL PARK

SOUTH CENTRAL LOS ANGELES, CALIFORNIA

The reputation of South Central Los Angeles is often billed as a core gang area and as the site of the Rodney King riots. This reputation held true when landscape architects and students who analyzed the site of a future park at the intersection of Compton and Slausen Avenues found that it was the border of four gang areas. What began as a dare—for the director of the Santa Monica Mountains Conservancy to find a piece of land for a park in South Central in exchange for free consulting fees—turned into a reality. The result is a neighborhood hub of activity and a safe haven in an otherwise at-risk community.

After the preliminary proceedings and site analysis, the team of architects and students wanted community input, but door-to-door and town hall strategies failed. Losing hope, one student suggested setting up a table at the “Supermercado” across the street from the site. Sitting at the table for just a few days produced exceptionally helpful input from community members that helped guide the design process. The final design of the site was multi-faceted, including an artisan-designed gate to balance safety with welcome, five hills with varying microclimates, an exhibition space and education center, a ranger residence, a courtyard, an amphitheater, and various tables and benches for patrons to use.

The final product is impressive, but what are more impressive are the process of and the results from building the park. The process of building the park required the efforts of people—tens of temporary and permanent jobs were created in the neighborhood solely from the construction and maintenance of the park. Additionally, projects, like completing a mosaic, unified community participants in the creation of public art. Job creation and the use of public art as a source of community identity were central in revitalizing the park area.

Hawkins Park may only fill an 8.5-acre plot of land, but it serves as a small portal to nature. It has sparked enough interest in traveling to nature preserves and larger parks that weekly bus service from Hawkins Park to otherwise inaccessible areas is provided to community members. The Park has also instituted youth programs and promotes sustainability, which has led to a truly remarkable transformation: not one report of gang activity inside of Hawkins Park has been reported in its 8-year history.

Augustus F. Hawkins Natural Park

5790 Compton Avenue

Los Angeles, CA 90011

Phone: (323) 581-4753

<http://www.asla.org/nonmembers/lam/lamarticles02/april02/southcentral.html>

MULTICULTURALISM

EAST BOSTON ECUMENICAL COMMUNITY COUNCIL BOSTON, MASSACHUSETTS

East Boston is home to thousands of Central and South American immigrants. With few resources and a language barrier, many newcomers do not have access to money, people or organizations that will help to advance them in society. Founded in 1978 to address local issues of racial tension, the East Boston Ecumenical Community Council now focuses their energy on the advancement of and advocacy for Latino immigrants in the East Boston community.

In the East Boston community, EBECCE offers immigration services and advocacy; an English as a Second Language program for Latina mothers; homework help, computer access, English classes, workshops, field trips and counseling for East Boston high school students; organizing and leadership opportunities for young people to make college more accessible; education and support for Latino parents working to improve public schools; and a campaign to help with voter registration, education about the voting process and support for improving the community through civic participation.

All of these programs tap into the Spanish-speaking East Boston community in an effort to build the skills of individuals from the ground up. Because of the common Latin and Hispanic culture, EBECCE has been able to serve as a resource to and center for the East Boston Community. With a focus on individuals, EBECCE able to send more Latinos to college, impact local politics, and help people build the necessary skills to become engaged in the outside community. With a large immigrant population and community members who lack resources, EBECCE provides the necessary workforce development and social services to help people become integrated into the job market as a valuable resource.

East Boston Ecumenical Community Council
50 Meridian Street, Suite B1
East Boston, MA 02128
<http://www.ebecc.org>

Congregations/Faith-Based Organizations

THE CHANGING WORKFORCE **CENTER ON FAITH IN COMMUNITIES** **CHARLOTTESVILLE, VIRGINIA**

The Center on Faith in Communities seeks to build youth leaders from the Christian community through education programs and workforce development. CFIC has certainly fulfilled those goals and continues to do so through their variety of programs. While CFIC provides training for community ministry practitioners and does applied research, it is their ministry programs that engage the community.

Partners in Transformation is CFIC's only grant program, but its impact is widespread. With the goals of encouraging multi-sector collaboration, strengthening faith-based organizations, and distributing effective program models, Partners in Transformation gives awards and grants to faith-based organizations collaborating with non-religious organizations that have had positive impact on social issues in their community. CFIC's Ele:Vate program trains workers to educate children and teenagers about economic literacy and entrepreneurship, and FASTEN (Faith and Service Technical Education Network) is CFIC's information network that provides resources to ministries and communities that aim to renew urban communities.

Success stories serve as evidence of the impact that CFIC and its partner organizations have on individuals and communities. Southwood Presbyterian Church, for example, helped establish a science lab at a local school in which nearly all of the students qualify for a free lunch program.

With the motto of "Envision, Equip, Encourage," the Center on Faith in Communities successfully utilizes their Christian faith to provide support, resources and programming to organizations and individuals in an effort to revitalize and renew communities. It is through their variety of programs that underserved and at-risk communities gain access to outreach, job training, and education, which allows individuals to succeed in revitalized communities.

Center on Faith in Communities
757 King Street
Charlottesville, VA 22903
<http://www.centeronfic.org/v2/index.html>

THE CHANGING WORKFORCE **CRESCENT CITY FARMERS' MARKET** **NEW ORLEANS, LOUISIANA**

New Orleans was once home to a large market network. Vendors spoke tens of languages and specialized in different products ranging from seafood to produce to baked goods. As a result of shifting demographics, suburbanization and the rise of commercialization, all but the tourist-driven French Market were closed by 1995. Under the auspices of Loyola University's ECONomics Institute (now marketumbrella.org), the Crescent City Farmer's Market was established with four goals: develop markets, mobilize communities and resources, mentor emerging leaders, and create models for success.

Crescent City was the flagship market of the Institute, and was established in 1995 with twelve vendors in a mural-rimmed parking lot in the heart of downtown New Orleans. Their goal was to bring more people to the downtown area and to grow an ecologically-friendly economy. The market is now home to over 75 local and regional vendors, all of whom specialize in their market offerings. The vendors benefit from the advice and guidance of marketumbrella.org, the customers benefit from the specialized knowledge of the farmers and vendors, and both benefit from the relationships built to form a stronger community.

Crescent City and its sister markets have several programs that prove marketumbrella.org's expertise on building community capital through forming and managing public markets. The White Boot Brigade is a program to help keep shrimp harvesting families afloat in a threatened industry, and the Crescent City Market registered 5,000 older adults for the Senior Farmer's Market Nutrition Program, in which they receive subsidies to purchase market goods. Crescent City also participates in a unique cooperation between universities, activists, business leaders, developers, public health advocates and food producers, which further builds connections between people in the community and provides an additional resource base for vendors and market participants.

Crescent City Farmer's Market puts nearly seven million dollars into the New Orleans regional economy each year, but, more importantly, it provides valuable resources for vendors in a struggling job market and it increases social interaction within and between communities. When it was founded, New Orleans had nearly no market culture remaining. Since 1995, however, Crescent City has sparked the development of four more markets, has successfully stimulated the local economy, and built long-lasting connections between people in the New Orleans community.

Crescent City Farmer's Market
700 Magazine Street
New Orleans, LA 70130
<http://www.crescentcityfarmersmarket.org>
<http://www.marketumbrella.org>

Community Foundations

YOUTH AND FAMILIES

FOSTERING THE FUTURE PROGRAM SILICON VALLEY COMMUNITY FOUNDATION MOUNTAIN VIEW, CALIFORNIA

In 2006, the Silicon Valley Community Foundation (SVCF) was created out of the merge between the Peninsula Community Foundation and the Silicon Valley Community Foundation. Today, as an even larger philanthropic entity, the Foundation engages in responsive grant making and strategic initiatives to benefit youth in the San Francisco Peninsula.

SVCF is perhaps most known for their innovative financing strategy: The Foundation uses a venture capital model in which investors base their funding decisions on “results-oriented business plans focused on specific causes.” These “social venture funds” allow investors to engage in accountable, multi-year, venture capital funding plans that provide tremendous results in fighting community issues.

Under their venture philanthropy umbrella, SVCF has several initiatives including one that promotes environmental stewardship in the Bay Area. Their main focus, however, is on underprivileged and at-risk youth. SVCF’s “Fostering the Future” venture fund was introduced to bring about systemic change to the child welfare and foster care system in their region. With several partners and a staff that includes asset coaches and legal and housing advocates, the Fostering the Future program seeks to help children stuck in the welfare or foster care system. They do so by helping to improve academic performance, living skills, self-advocacy, the ability to build long-lasting relationships, and parenting skills. The program also helps youth find and secure housing and provides legal advice and support when needed.

The child welfare and foster care systems are often talked about and acted upon in the political arena, but remain a persistent problem in California and the nation. Through their venture fund philanthropy programs, however, the Silicon Valley Community Foundation is addressing the problem from the ground up in an effort to bring about systemic change to benefit youth caught in the welfare system. With this and other programs, the Silicon Valley Community Foundation is dynamically addressing community issues, rather than simply providing foundation grants.

Silicon Valley Community Foundation
2440 West El Camino Real—Suite 300
Mountain View, CA 94040
<http://www.siliconvalleycf.org>

MULTICULTURALISM

CROSSROADS CHARLOTTE INITIATIVE FOUNDATION FOR THE CAROLINAS CHARLOTTE, NORTH CAROLINA

The Foundation for the Carolinas was founded in 1958 as a community foundation that sought to help individuals, families, community organizations and businesses positively impact their communities. Fifty years later, the Foundation still has similar aims, and has taken initiative as a leader in improving race relations in the Charlotte-Mecklenburg region.

While they have several centers on giving and community initiatives, the Foundation for the Carolinas realized that they had to take action as a community leader when the Charlotte-Mecklenburg region ranked 39th out of 40 regions surveyed on their quality of race relations. The Foundation decided to partner with the Community Building Initiative to combat the rampant problems of interracial tension in the Charlotte-Mecklenburg region. Together, the Community Building Initiative and the Foundation for the Carolinas created the Crossroads Charlotte program with the goal of improving Charlotte's record of racial division and discrimination.

A group of 20 community leaders joined together to discuss the root causes of the racial divide in their region—"action, equity, and inclusion" became their mantra. The team developed four scenarios about Charlotte's potential future in regards to race relations and used these stories to engage community organizations. These organizations were asked to design a response to the scenarios and work towards those goals to address the issues of race. In the next phases, Crossroads Charlotte will engage the entire community to battle these issues in hopes for improved race relations.

To date, over 3,000 people have participated in Crossroads sessions, over 1,500 have participated in public forums hosted by Crossroads Charlotte, and over 30 community organizations have adopted individual Crossroads programs to combat interracial tension at the grassroots level. Tackling the problems of racial tension in the Charlotte-Mecklenburg region head-on has allowed the Foundation for the Carolinas and its partners to make the region a more inclusive and equitable environment for its citizens.

Foundation for the Carolinas
217 South Tryon Street
Charlotte, NC 28202
<http://www.ffc.org>
<http://www.crossroadscharlotte.org/>

Community Foundations

MULTICULTURALISM

FACING RACE PROGRAM

SAINT PAUL FOUNDATION

SAINT PAUL, MINNESOTA

The Saint Paul Foundation was founded in 1940, and has since grown to be one of the oldest and largest philanthropic organizations in the United States. With this financial power, it would be easy for the foundation to simply serve as a grant-making machine, doling out checks to different organizations that do the legwork. Instead, the Saint Paul Foundation has taken a proactive approach to grant-making and has adopted a ten-year plan called *Connections: Commitment to Community* (CCC), which was created to find solutions for critical community issues in the East Metro region of Saint Paul.

The goals of the Foundation's CCC plan are four-fold: to create an anti-racist community; to develop the economy in all parts of the East Metro region of Saint Paul; to develop strong families; and to provide quality education for all. In order to achieve these goals, the Saint Paul Foundation has several funds and initiatives that reach out into the community to combat problems in the city.

One of most forward-thinking programs is the Facing Race: We're all in this together Initiative, a multi-year campaign addressing problems of racism and race relations in the Saint Paul area. The Facing Race program aims to change personal, organizational and institutional relationships for the better, allowing people to coexist in a safe and equitable environment. An anti-racism advisory committee sparked the campaign by conducting research on issues surrounding race in the East Metro area. They then developed a three-phase plan to address racism first on an individual level and then on an institutional level, followed by concluding research on attitudes toward race following the campaign.

The Facing Race Initiative is, and will continue to be conducted in the years to come through community conversations on race, an advisory committee and an ambassador program with the end goal of combating the deep-rooted problem of racism in the Saint Paul area. Through the creation of several funds and the Foundation's dynamic multi-year plans, the Saint Paul Foundation is actively engaging the Saint Paul community in order to improve quality of life for its citizens by solving critical community problems.

The Saint Paul Foundation
55 Fifth Street East- Suite 600
Saint Paul, MN 55101
<http://www.saintpaulfoundation.org>

MULTICULTURALISM

NUESTRAS RAICES

HOLYOKE, MASSACHUSETTS

During the past 20 years, the economy and demographics of Holyoke, Massachusetts have shifted greatly. Recently, the town became starkly divided between the “Old Holyokers” and the new Latino immigrants, and much of the blame for the depressed economy of the region was placed on the newcomers. These staunch socioeconomic and racial dividing lines were sending this former industrial boomtown into rapid decline.

Nuestras Raices was founded in 2004 to stop the downward spiral of pollution, poor economic output, and racial segregation. With the goal promoting economic, human and community development, Nuestras Raices tapped into the artistic and agricultural heritage of the Puerto Rican community. The organization has acquired various plots of land and a 4.5 acre farm—La Tierra de Oportunidades—for the creation of community gardens and farmland. Since these original acquisitions, Nuestras Raices has expanded their garden network to include 26 riverfront acres; renovated a central plaza; built a restaurant, bakery, education center and farm stand; constructed a greenhouse in the city; and built an outdoor stage as a venue for African dance and drumming, Puerto Rican music and arts, and Latin jazz.

But simply describing what the organization has constructed or developed does not illustrate the impact that Nuestras Raices has had on the Holyoke community. Before they began their work in 2004, the Latino and Puerto Rican community was viewed as “lazy and destructive.” Now that image has been replaced with a community that has a strong cultural identity and ties to productive, sustainable agricultural practices. Through a network of community gardens and other culturally-tied institutions, Nuestras Raices has created networks of interpersonal relationships that were absent in the previously blighted community. Not only have these relationships crossed intergenerational boundaries—allowing the old to pass down their knowledge of rural Puerto Rico to their grandchildren—but they have also begun to cross the racial divide in this previously segregated community.

The lots where the gardens and farms now flourish used to be filled with industrial waste, garbage, criminal activity, and drug use. With these sights gone, however, community identity is stronger, cultural heritage is seen as an asset, and a city once split down the center by race and class is working toward becoming one.

Nuestras Raices
329 Main Street
Holyoke, MA 01040
<http://www.nuestra-raices.org>

Community Gardens

THE CHANGING WORKFORCE **EAST NEW YORK FARMS!** **BROOKLYN, NEW YORK**

East New York is a diverse community of over 170,000 people that occupies the area of Brooklyn near JFK airport. During the 1980s and 1990s, a huge loss of building stock allowed residents to adopt vacant lots for the creation of a network of community gardens as a way to improve their violence-ridden neighborhood. In a partnership between community residents, local farmers, the United Community Center and educational institutions, East New York Farms! (ENY Farms!) was created as a collaborative to address issues of community health and economic development.

ENY Farms! offers many programs, including a Farmer's Market that runs every Saturday from late spring to early fall, and also offers low-cost produce, handmade crafts, ethnic foods, and live entertainment. When asked why she participated in the market, a 60-year-old Caribbean woman said, "I am helping my village." This sense of place and community pride drives the market and the whole ENY Farms! collaborative. ENY Farms! also offers a community supported agriculture program that allows families to buy a share at a local farm in exchange for discounted produce and food—a worthy trade for many families who would not otherwise have access to fresh foods.

One of their most transformative programs, however, is the Urban Agriculture and Leadership Training internship program that allows 20 teens to run a cooperative farm, help neighbors hone their gardening skills, and set-up, work at and clean the farmer's market. As a result of their work in the community gardens and at the market, these teens strengthen their math, science and leadership skills and learn how they can spark change in their community. Furthermore, the 20 teens that participate every year are able to develop a sense of self and motivation to be a productive and supportive community member.

Through sustainable agriculture and grassroots economic development, the East New York community has turned their vacancy-filled and crime-ridden community into a prideful neighborhood that supports youth development, healthy living, and local economy.

East New York Farms!
United Community Centers
613 New Lots Avenue
Brooklyn, New York, 11207
<http://www.eastnewyorkfarms.org>

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**Institutions as Fulcrums of Change
Partners for Livable Communities**