

SUMMARY REPORT



NATIONAL SUMMIT ON CITY MAYORS DESIGN

Celebrating 25 years of the Mayors' Institute on City Design®

APRIL 27-29, 2011



Dear Reader,

For the Mayors' Institute on City Design's® 25th anniversary and 50th national session, some 300 mayors, design professionals, government officials, business leaders, and others met in Chicago, April 27–29, 2011, for the **National Mayors Summit on City Design**. Convened by the National Endowment for the Arts, American Architectural Foundation, and United States Conference of Mayors, this unprecedented gathering was far more than a celebration of past successes. Its stated purpose was to formulate a series of recommendations to contribute to the national dialogue on urban design ideas and policies and to help create strategies for leaders at the local and federal levels.

To facilitate that outcome, the Summit included three forums exploring the intersection of design with transportation, development, and 21st century challenges. The content produced through these forums was then synthesized and presented to the Summit delegates and a panel of federal respondents, which included senior officials from the NEA, White House Domestic Policy Council, US Department of Housing and Urban Development, and US Department of Transportation.

The recommendations produced through the forums as well as the resulting discussions and responses are presented on the following pages, along with additional information which highlights some of the special presentations and events that helped to define the Summit. A full agenda for the event and biographies of the participants are included among the appendices to this report. To view the video testimonials, plenary sessions, and lunch presentations in their entirety, or to learn more about MICD, visit www.micd.org.

Sincerely,



Rocco Landesman
Chairman
National Endowment for the Arts



Tom Cochran
CEO and Executive Director
The US Conference of Mayors



Ronald E. Bogle
President and CEO
American Architectural Foundation

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The Mayors' Institute on City Design® is a National Endowment for the Arts leadership initiative in partnership with the American Architectural Foundation and the United States Conference of Mayors. www.micd.org

The National Endowment for the Arts (NEA) was established by Congress in 1965 as an independent agency of the federal government. To date, the NEA has awarded more than \$4 billion to support artistic excellence, creativity, and innovation for the benefit of individuals and communities. The NEA extends its work through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector. www.arts.gov

The United States Conference of Mayors (USCM) is the official nonpartisan organization of cities with populations of 30,000 or more. The USCM promotes effective national urban/suburban policy, strengthens federal/city relationships, ensures that federal policy meets urban needs, provides mayors with leadership and management tools, and creates a forum in which mayors can share ideas and information. www.usmayors.org

The American Architectural Foundation (AAF), established in 1943, is a national nonprofit organization that educates the public about the power of architecture to improve lives and transform communities. Through national design leadership programs including the Mayors' Institute on City Design®, Great Schools by Design, and the Sustainable Cities Design Academy, AAF empowers local leaders to use design as a catalyst for creating better cities. www.archfoundation.org

THE SUMMIT

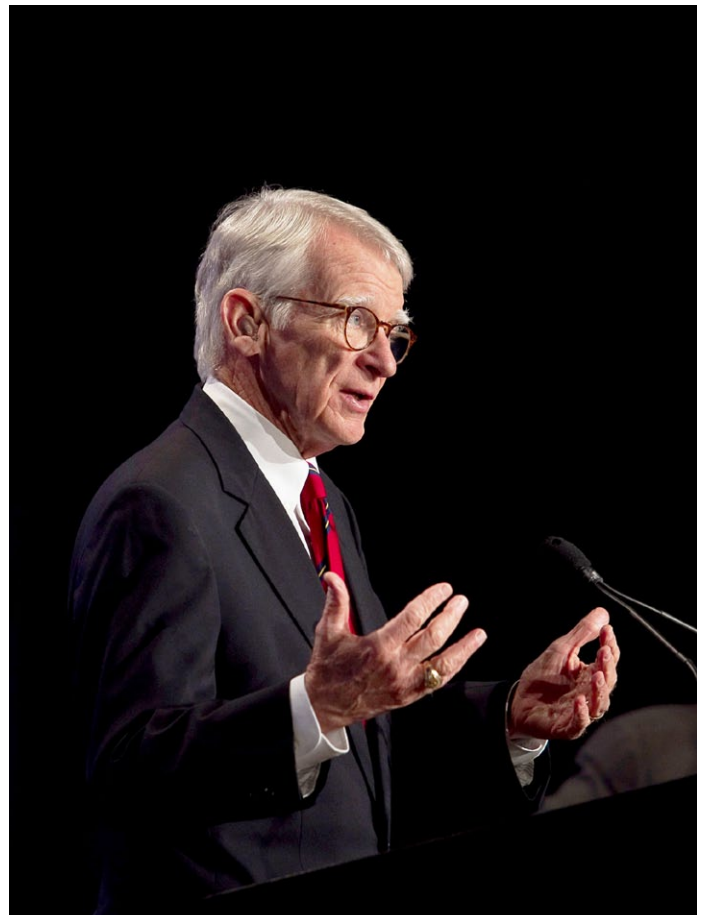
"I have often said that I am the chief urban designer of my city. The more sensitive the mayor is to good urban design, the issues of livability, scale, and diversity, the more willing and able the mayor will be to help develop a higher quality of life for the citizens of his or her community. If we could institute a program aimed at increasing the mayors' sophistication and interest in urban design, we could have a substantial impact on the quality of American cities."

**—The Honorable Joseph P. Riley Jr.
Mayor, Charleston, SC**

In 1985, Mayor Joseph P. Riley Jr. of Charleston, SC, wrote the above words to architect and urban designer Jacquelin T. Robertson, then dean of the School of Architecture at the University of Virginia. His letter was a catalyst for action. Within a year, the two men had found an enthusiastic partner in the National Endowment for the Arts (NEA) and a vital collaborator in NEA Director of Design Adele Chatfield-Taylor. On October 23, 1986, the Mayors' Institute on City Design (MICD) welcomed eight mayors to its inaugural session.

MICD is a National Endowment for the Arts leadership initiative in partnership with the American Architectural Foundation and the United States Conference of Mayors. Over the past quarter century, more than 850 mayors have joined the MICD alumni ranks, and the program has remained true to its original model—eight mayors present eight real-world design problems to a resource team of eight renowned city design professionals (architects, urban designers, landscape architects, transportation planners, etc.). Together, they work through those problems in closed-door sessions over the course of two and a half days. The meetings are private, with no city staff members, cell phones, observers, or media.

MICD inspires mayors to champion better design for their cities and advances the role of design as an essential element in city leadership. To hear mayors rank the experience among the most influential of their public service is not uncommon. MICD has inspired transformative design that has improved the lives of countless people across the nation.



MICD Founder and Charleston Mayor Joseph P. Riley Jr. describing the legacy of the Mayors' Institute during the Opening Plenary of the Summit.

OPENING PLENARY

“Mayors understand that in an age where people can choose to live anywhere, there is a short list of things that help them decide. It turns out there are three things [in particular] that create attachment between people and communities: social offerings, openness, and aesthetics, three things that are the hallmark of the arts and good design.”

—Rocco Landesman, NEA Chairman

National Endowment for the Arts Director of Design Jason Schupbach served as the moderator for the Summit and introduced welcoming remarks from the leadership of all three organizations, Rocco Landesman, Chairman of the National Endowment for the Arts, Tom Cochran, CEO and Executive Director of the US Conference of Mayors, and Ron Bogle, President and CEO of the American Architectural Foundation, as well as remarks from Chicago Mayor Richard M. Daley and the Summit’s presenting corporate sponsor, Target. Bogle also took a moment to acknowledge four past Mayors’ Institute on City Design® directors in attendance—Christine Saum, Carol Coletta, Aaron Koch, and Jess Zimbabwe—as well as current MICD Director Story Bellows, for their contributions to the program’s success.

Chairman Landesman continued, “This ideal of local design leadership is personified in Mayor Daley, himself an MICD alum, who during his comments expressed great pride in his city and its rich history of art, architecture, and design.”

Following the opening plenary, the Summit included a panel discussion focused on the transformation of Chicago under Mayor Daley’s leadership. Moderated by John Syvertsen, senior principal at Cannon Design and secretary of the AAF Board of Regents, it featured Lee Bey, Executive Director, Chicago Central Area Committee; Gerald Adelman, President and CEO, Openlands; and Barbara Gaines, Artistic Director, Chicago Shakespeare Theater. The lunch panel about Chicago can be viewed at www.micd.org.

COMMENTS BY NEA CHAIRMAN ROCCO LANDESMAN

At NEA, Chairman Rocco Landesman and Director of Design Jason Schupbach have identified MICD as a foundational asset in the agency’s strategy to spark cultural and economic vibrancy in cities across the country. The program’s efficacy stems in part from the capacity of America’s mayors to help generate design with impact—a capacity that must be realized if a community hopes to thrive. Chairman Landesman referenced the recent “Soul of the Community” study conducted by Gallup for the John S. and James L. Knight Foundation:

As the head of the local political structure, mayors are positioned to have an immediate and compelling impact on the quality of the arts and design in their communities. MICD facilitates that impact.



NEA Director of Design Jason Schupbach (left) and NEA Chairman Rocco Landesman (right) welcome participants to the Summit during the Opening Plenary.

COMMENTS BY LOS ANGELES MAYOR ANTONIO VILLARAIGOSA



Los Angeles Mayor Antonio R. Villaraigosa introduces Keynote Speaker Thom Mayne by describing the design culture in Los Angeles during the Opening Plenary.

The car culture of Los Angeles is the stuff of legend—as is the congestion. Mayor Villaraigosa is working hard to change that.

In his remarks at the Summit, Villaraigosa emphasized that investment in public transportation infrastructure is the key to jobs, economic growth, and the reduction of greenhouse gas emissions.

“One of the opportunities that comes with building public transportation,” he said, “is that we start to rebuild and re-create neighborhoods and revitalize them. And we create opportunities for what I call elegant density, where we’re actually bringing people closer to their jobs. They live by transportation hubs, by light rail and subways. They walk, work, shop, all there close to those transportation hubs.”

To help make it happen, Mayor Villaraigosa pointed in particular to the federal government’s America Fast Forward program. Its aim is to accelerate the funding of transportation projects and leverage local investment using tax credits and loan guarantees as opposed to direct federal investment. “For a city like mine,” he said, “and for some of your cities, there’s a real opportunity that comes when making investments in infrastructure and recreating the city.”

To illustrate the power of what can happen when public transit intersects with art, the mayor spoke about the South Los Angeles neighborhood of Watts. Watts has been a neighborhood troubled by poverty and gang-related violence for many years. It is also the home of Watts

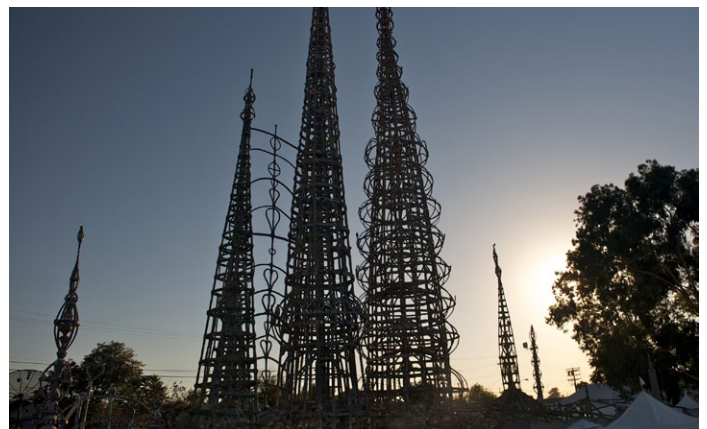
Towers, an iconic ensemble of sculptural concrete and steel towers built between 1921 and 1954 by an Italian immigrant, Simon Rodia.

“I use the Watts Towers as a metaphor for LA, for diversity, the city of opportunity, the city of hope, the city where the world comes together.” The towers are now next to the 103rd Street Station on the Blue Line branch of the city’s light rail system. This adjacency makes the once-isolated Watts Towers Arts Center easily accessible to visitors who might never have ventured there in the past.

“What we are doing is using the light rail line and this great piece of art to beautify and revitalize a blighted area. Watts is one of my favorite neighborhoods in the city.”

Elaborating on the promise of Watts, he said, “We have applied for an NEA Our Town Grant to green and beautify and revitalize this area. It will support the design of a visitors’ center and connecting artists’ pathways. It will turn the historic 1904 Watts Station into a LEED-certified exhibition space, celebrating the arts and the historic arts community. The artists’ pathways will incorporate the vision of artists working with found and recycled materials, to not only bring art into the public space, but to do it in an environmentally sound way in the tradition of Simon Rodia.”

Mayor Villaraigosa concluded that what is happening in Watts is “connected to the infrastructure investments that we’re advocating, that create jobs, and that we’re all begging our policy makers to get behind. President Obama has said it’s a priority. If we can get the Congress to join and continue to break down the cycles and the silos, there’s a great opportunity that comes with making infrastructure investments, redesigning cities, greening cities, creating public space and open space. Designers have a vision to do that, and that re-creates our communities.”



The Watts Towers in Los Angeles described by Mayor Villaraigosa in his Opening Plenary remarks.



Charleston Mayor Joseph P. Riley, Jr. describes the beginnings of MICD during the Opening Plenary.

MAYOR RILEY'S GIFT: THE MICD LEGACY

At its heart, MICD was created as a vehicle for education. In the late 1970s, Mayor Riley had an epiphany while on an urban studies trip to England and Germany. As he explained at the Summit, he saw “the recognition of the people, the leaders, of the value of the public realm; the *tout ensemble*, the public spaces, the downtowns, the energy, the buildings—the admiration and understanding of how important that was in their daily life.” He wanted to share that perspective with his fellow mayors.

He has succeeded. Hundreds of cities are more vibrant, livable, and economically successful for their citizens, and Mayor Riley's résumé now reads like a catalog of national design leadership awards. The informal title bestowed upon him by his peers perhaps best encapsulates his contributions to the arts and design: the Dean of American Mayors.

In reflection, Mayor Riley finds great fulfillment in the accomplishments of MICD alumni. “I could take you around our country to many other cities, from Anchorage to Miami, from Hawaii to Maine. It is so personally thrilling for me. It's a gift—every mayor's meeting I go to—where you and your colleagues will come up to me and say, Joe, let me tell you about what my experience with the Mayors' Institute is and what we're doing back home.”

A collection of video testimonials to MICD's transformative power as well as a video created for the Summit, *25 Years of the Mayors' Institute on City Design*, can be viewed at www.micd.org.

The lion's share of MICD's legacy, however, is not to be found in the past. It has yet to be realized. As Mayor Riley explained, “when we work on issues of the physical design and development of our city, if our job is done well, in 25, 50, or 100 years a city is positively shaped. It has been nourished by those decisions.”



TOP: An image looking east down Market Street in Charleston, South Carolina, prior to redevelopment.

BOTTOM: An image of Market Street after redevelopment.

KEYNOTE ADDRESS

“Cities must adapt, achieving an adequate balance between fostering innovation and encouraging profit. Culture Now reconfigures a traditional (architectural) view of the city beyond the confines of built matter.”

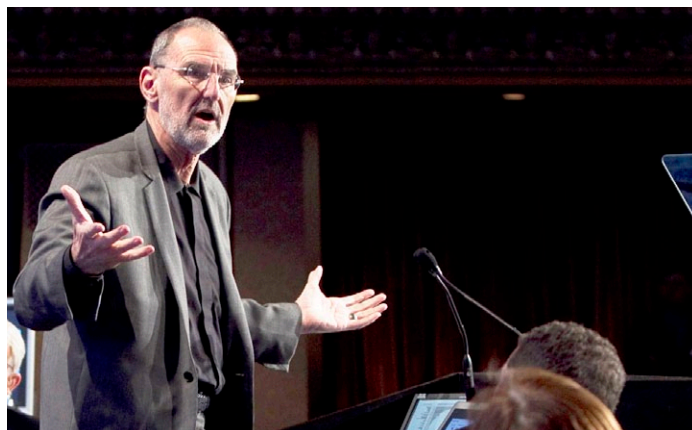
—The Culture Now Project

THE CULTURE NOW PROJECT **UCLA School of the Arts and Architecture**

To conclude the opening plenary and frame the issues for the discussions to follow, architect and educator Thom Mayne delivered the keynote address. The following essay prepared by Mayne and his colleagues provides an overview of his remarks.

Culture Now was initiated by Thom Mayne, a member of the President’s Committee on the Arts and the Humanities, distinguished professor at UCLA, and design director of Morphosis, in 2010. Together with Karen Lohrmann and an advisory panel of professionals and public figures, he has led a group of 14 post-professional architecture and urban design students in an inquiry on the contemporary American city. This fall, Culture Now will expand to include other US cities and the collaborative efforts of twelve universities.

The Culture Now Project is an immersive investigation of the intersection of public policy and urban design, contemporary culture and its spatial manifestations. The use of demographic, infrastructural, and cultural evidence immediately extends this discussion across disciplines and encompasses institutional and political models of the public.



Thom Mayne, Design Director of Morphosis, gives his Keynote Address.

Over the course of a year, we have developed methods to identify existing systems, correlations, dependencies, initiatives, and interactions while examining spatial, communal, economic, and ecological transformations as instruments of change.

We seek to instigate a crucial dialogue about the nature of art and culture in the American city. Art in itself functions to expand discourse; today, the very nature of this conversation is in question. It is our goal to advance this conversation throughout society—beyond the sphere of institutions—and to study the significance of the arts to this country and to the identity of our cities.

For a contemporary city, the only constant is change. Cities must accept that whether large conglomerates or individual entities, private industries come and go, restructuring the flow of capital. Industry engages both city economy as well as city identity. To reactivate the complexity inherent in the city, we seek to define, establish, program, and implement the substance—both material and immaterial—that drives contemporary urbanism and culture. The search for new possibilities also means to embrace current challenges, changes, and potentials of the architectural profession.

Mid-Sized America

We have chosen mid-sized American cities outside of major metropolitan areas as the principal starting point for our initiatives. With a population of less than 400,000, these cities are representative of the changing US urban landscape. At this scale, these cities play a pivotal role: they are either growing into connective tissue between major cities or fading away into non-space. So far, we have developed proposals for Atlantic City, NJ; Cleveland, OH; Flint, MI; Merced, CA; Mobile, AL; New Orleans, LA; Toledo, OH; and Tucson, AZ.

Unique Networks

The Culture Now Project is situated at the conjunction of urban form, public life, and civic agency. The greatest potential for change exists in the overlap of these different forces. Cultural producers and grass roots movements focused on performative urban interventions have been brought to the forefront of urban activation. Local civic agents including mayors, non-profit leaders, and locally invested corporations use established networks to spur bottom-up change from the inside out. Finally, federal agencies such as the Department of Transportation, Environmental Protection Agency, General Services Administration, and Department of Housing and Urban Development institute change in American cities from a top-down position.

Assumptions

While studying American cities we have initiated an inquiry about the dynamics of culture, now. Cultural production builds on the experience of framing issues regarding society and location. In recent history, land art, installation(s), performance, and photography have all derived from the need to frame space and its manifestations. Film, music, landscape design, architecture, and public space, as culture-scapes or combining form, respond to contemporary conditions and thereby define new territories. The following assumptions form an operational basis for the project, and each of the eight cities with which we worked is deeply enmeshed in one or more of these issues.

Growth and Decline

Cities evolve. Today's center of growth may become tomorrow's incubator of decline. We must detach ourselves from the notion that a shrinking city is a dying city and that a growing city is a healthy city. Both trends provide opportunities and create platforms for urban transformation.

Mono-culture

Culture is not a passive, decorative act projected onto the city but rather, an active participant in shaping urban fabric. The propagation of one dominant culture produces one way of life, one homogenous cityscape. The contemporary city is dynamic and constantly shifting. The culture it embraces and produces must respond accordingly.

Scorched Earth

The American landscape is exhausted. Through exploitation of political, social, and economic resources, the physical environment has been consumed and ultimately discarded in perpetual search of the new. Abandonment has grown to encompass not only buildings and plots of land, but entire cities. City development must focus on utility-rich, purpose-poor sites as the next urban frontier. Our most available resource is also our most valuable asset.

Waste

Demand has surpassed supply. America's consume-and-discard mentality produces a strain on natural resources as human desires supersede environmental equity. The rapid consumption of material, both physical and ecological, encourages a dependency on detrimental practices, placing the contemporary city on life support.

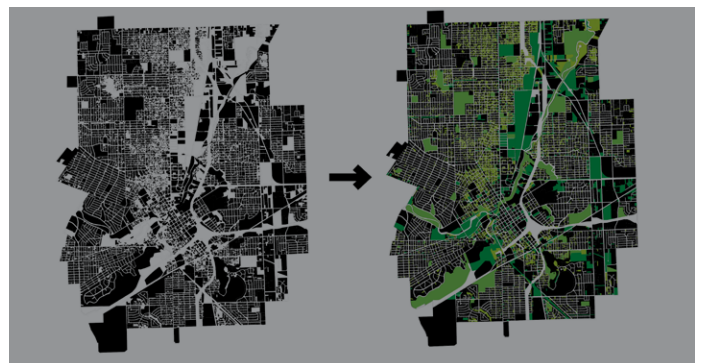
Fragmented Community

Migrating populations and shifting demographics are end users of the landscapes they occupy. The physical city is only as strong as its populace. Civic engagement, with its ancillary effects, is the catalyst to repositioning culture's role in the contemporary American city.

New Funding Paradigm

The effectiveness and efficiency of publicly funded projects needs to be reexamined. Public funds must be directed to produce maximum public use. This can only be achieved through the active collaboration of and communication amongst funding sources and the cultivation of an effective, open dialogue.

We believe the discourse on culture must be a generalist one. Culture is the manifestation of human achievement. It is the connective tissue between the domains of federal agencies. While expanding the Culture Now project into a collaboration between twelve universities across the US, we will review the potential of architecture and urbanism. At a time when we have no resources, we are focused on reactivating the complexity inherent in the city: change, dialogue, and education.



The Culture Now proposed mapping of productive landscapes in Flint, Michigan, describes the conversion of blighted urban fabric into a city focused on agricultural production. Broadening the scope of Flint's culture to include urban gardening and food production can dramatically promote the latent economic opportunities in Flint.

THE FORUMS

“Design Matters.”

**—The Honorable Michael A. Nutter
Mayor, Philadelphia, PA**

To leverage the Summit delegates’ expertise, as well as their geographic and professional diversity, forums were organized to examine three critical topics:

- Design and Transportation
- Design and Development
- Design and 21st Century Challenges

Each forum started with presentations by mayors and design experts on the latest thinking in and best practices for city design. These were followed by small group roundtable discussions where delegates were asked to identify opportunities for using design to create more vibrant, sustainable, livable communities; obstacles to excellence in city design and development; and the resources being used or still needed to bring the work to scale.

Recommendations were distilled from these small group discussions and are presented on the following pages.



Minneapolis Mayor R.T. Rybak, center, discusses his ideas during a Forum roundtable discussion at the Summit with Peter Park, City of Denver, Colorado, Mayor Tom Bates of Berkeley, California, and Jada Wollenzien of DePaul University.

Prior to presenting the recommendations from the forum small group discussions, former Miami Mayor Manny Diaz and Philadelphia Mayor Michael Nutter spoke on their own experiences in elected office. Both mayors emphasized that a healthy and sustainable future lies at the intersection of city planning, design, and transportation.

Mayor Diaz stressed the importance of smart growth, identifying it not just as *a* thing we need to be talking about but *the* thing: “The single most critical response to help keep our country strong is to embrace smart growth, to design cities that make sense.” In particular he stressed the importance of investing in transportation as “the most significant issue facing us today.”

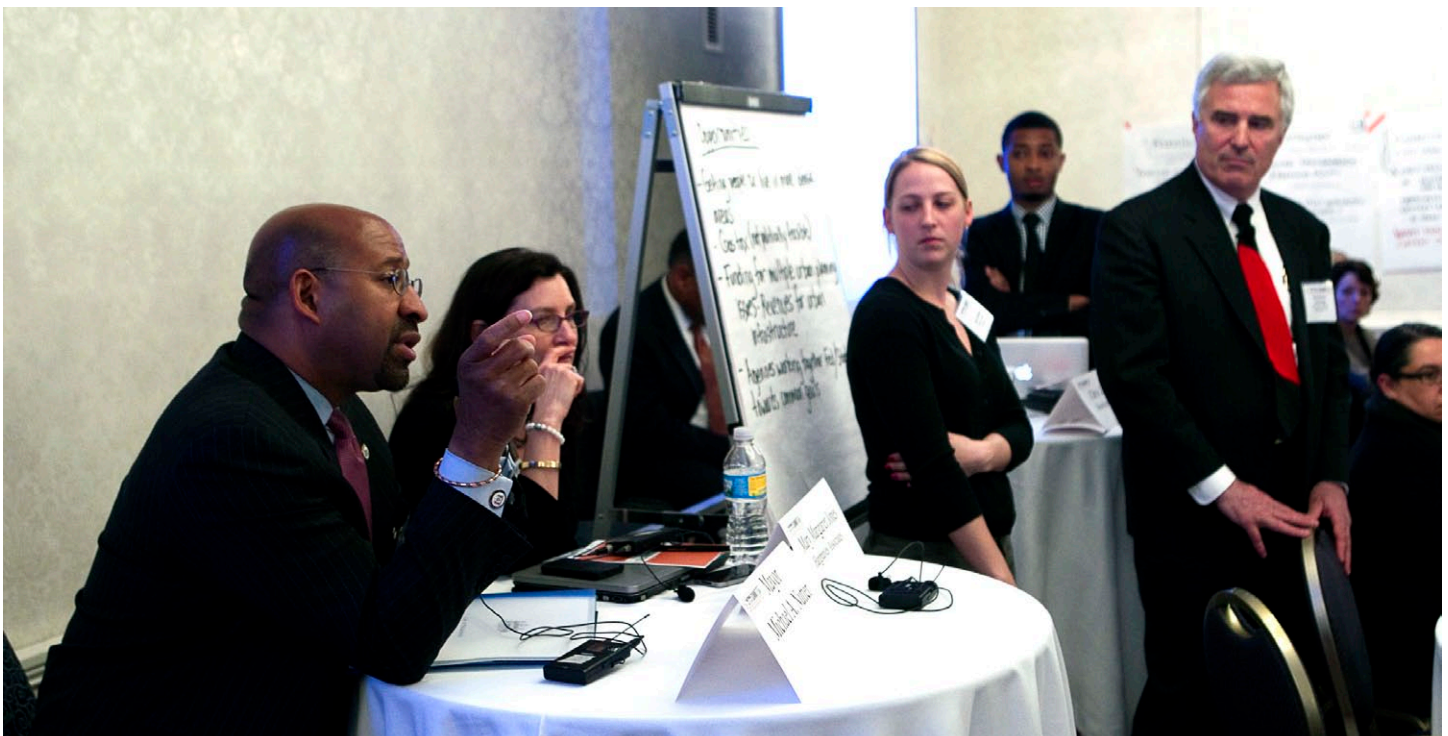
Calling on the federal government to partner with local leaders through federal investment in transportation and infrastructure, Diaz asserted that “this will assure our continued global competitiveness, stimulate job creation, generate tax revenues, lower the cost of doing business, increase corporate revenues and American exports, and ease the US trade deficit.”

Mayor Diaz ended with a call for a “national infrastructure ‘Marshall Plan,’” stressing that “America’s future prosperity, our world economic standing, and our ability to accommodate 120 million more people in the United States by the year 2050 directly depends on rebuilding our infrastructure.”

Mayor Nutter framed his comments around a simple but powerful declaration: “design matters.” He reminded the audience of a fundamental principle of MICD, that mayors are the *de facto* chief urban designers of their cities, but again stressed that mayors need strong support from the federal government to succeed in this role.

Mayor Nutter continued Mayor Diaz’s insistence on federal investment in design, public transit, and infrastructure and repeated the need for stronger partnerships between the nation’s metro areas and Washington. Nutter proclaimed that “when you unleash the power of the federal government, and unleash cities from regulations and red tape and paperwork, you will be surprised at what we can do, and how quickly we can do it.” In particular, he voiced his concern that the federal government does not have a capital budget, saying, “We cannot deal with all of these infrastructure issues on a ‘Let’s wait until it breaks, and then we’ll fix it’ basis.”

In conclusion, Mayor Nutter advanced the recommendation for development of a national domestic policy comparable to the United States’ national foreign policy. To be effective at the local level, he argued, it must be clear “what [federal] policies are guiding the fate of cities.”



Philadelphia Mayor Michael A. Nutter (far left) initiated the Design and Development Forum and was followed by a presentation from Mary Margaret Jones of Hargreaves Associates (to the right of Mayor Nutter). Chris Leinberger of the Brookings institution (far right) facilitated the Forum.

FORUM PRESENTERS

DESIGN AND TRANSPORTATION

The Design and Transportation forum was moderated by Manny Diaz, former Mayor of Miami, and featured presentations by:

- Jeffrey Tumlin, Principal, Nelson/Nygaard
- Gabe Klein, Former Director, District Department of Transportation, Washington, DC
- Peter Park, Manager, Community Planning and Development, City of Denver

Marilyn Jordan Taylor, Dean, University of Pennsylvania School of Design, facilitated the roundtable conversations.



Former Mayor Manny Diaz



Marilyn Jordan Taylor

DESIGN AND DEVELOPMENT

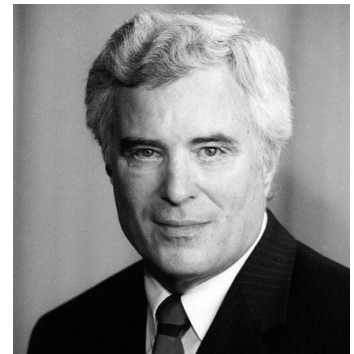
The Design and Development forum was moderated by Michael Nutter, Mayor of Philadelphia, and featured presentations by:

- Mary Margaret Jones, President and Senior Principal, Hargreaves Associates;
- Richard Baron, Partner, McCormack Baron Salazar
- Mitchell Silver, Director of Planning, City of Raleigh

Chris Leinberger, Senior Visiting Fellow, Brookings Institution, facilitated the roundtable conversations.



Mayor Michael A. Nutter



Chris Leinberger

DESIGN AND 21st CENTURY CHALLENGES

The Design and 21st Century Challenges forum was moderated by Joseph P. Riley Jr., Mayor of Charleston, and featured presentations by:

- David Burney, Commissioner, Department of Design, Development and Construction, City of New York
- Teddy Cruz, Architect, Estudio Teddy Cruz
- John Tolva, Director of Citizenship and Technology, IBM Corporation

Toni Griffin, President, Urban Design and Planning for the American City, Adjunct Associate Professor, Harvard GSD, facilitated the roundtable conversations.



Mayor Joseph P. Riley Jr.



Toni Griffin

RECOMMENDATIONS

The following summaries offer an overview of the recommendations for local, state, and federal actions that were produced through the forums. Forum recommendations were presented by the forum facilitators, Marilyn Jordan Taylor, Dean, University of Pennsylvania School of Design, Toni Griffin, President, Urban Design and Planning for the American City and Adjunct Associate Professor, Harvard Graduate School of Design, and Chris Leinberger, Senior Visiting Fellow, Brookings Institution. These presentations can be viewed in their entirety at www.micd.org.

Six overarching themes were common to all forums on issues fundamental to design excellence in city building.

1. Break down institutional barriers and silos.

Local, state, and federal government entities should seek methods to integrate systems, processes, partnerships, and funding around design. Municipalities should create integrated departments, agencies, jurisdictions, and funding streams supporting place-based rather than discipline-based or mode-based perspectives.

The federal government, city agencies, nonprofits, philanthropies, and the business community must come together to move complex, visionary agendas, projects, and programs forward. Cities should seek strategic partnerships with metropolitan planning organizations (MPOs), developers, and others whose knowledge and resources can help drive progress.

Cities should also explore opportunities to collaborate with non-traditional partners. By working with business and philanthropic partners, they can provide additional resources that support community development and the arts.



Washington, DC, has enacted Complete Streets strategies, which span city departments to build elements of safe streets like the bike lanes on Pennsylvania Avenue.



San Francisco's Pavement-to-Parks program is a successful example of a small-scale project that has had a positive impact on the built environment.

2. Governments need to change 20th-century regulations that stand in the way of innovation.

In many cities, it is common to find that zoning regulations have not been updated for decades. Outdated regulations often make it impossible to implement progressive and desirable developments and in some cases actually make desirable changes illegal. Outdated regulations often do not provide enough flexibility for today's complex projects and are frequently burdensome or onerous for no obvious purpose. Such regulations stand in the way of comprehensive and progressive community development.

Cities and state governments should work together to transform department of transportation/highway department regulations and metrics. These regulations are often still based on 19th- and 20th-century infrastructure standards. For example, by engaging city leaders with state highway departments, a greater understanding of the city's transportation project goals can be achieved, and advances in effective collaboration can be established.

3. Support and reward innovation.

Using pilot programs to test innovative ideas is a strategy that can be effectively used by cities. First identify what works. Then commit capital to take it to scale. Cities can creatively use contemporary technology to improve car-pooling, car sharing, and transportation-demand management. Cities, developers, and the federal government must also work with the financial sector to establish innovative funding and financing mechanisms and regulations.

4. Support small projects.

In this time of austerity, funds are in short supply, however, spending a lot of money is not always necessary to have a large and positive impact. Leveraging small projects within cities which are all part of a comprehensive vision can create results which are greater than the individual parts. Grassroots efforts and the implementation of small-scale projects can create authentic development and change the image of a place, which can lead to broader investment by traditional development partners.

5. Direct funds to the cities, not to the states.

The mayors stated their desire that the federal government provide assistance directly to cities. The federal government should offer credit enhancement and loan guarantees while collaborating with local agencies on grants for cities. This approach would help local jurisdictions and the private sector pay for much of a comprehensive infrastructure plan and give the cities/metro regions the freedom to use the funding to meet their needs.

6. Incorporate urban design within the structures of government.

A chief urban designer or an office of urban design would integrate design thinking, planning, architecture, and strategy and empower the given jurisdiction to integrate new perspectives into the city planning process. This change could happen at the local, regional, state, or federal levels.

DESIGN & TRANSPORTATION FORUM RECOMMENDATIONS

1. Cities and the federal government must work together to create a new vision for transportation and infrastructure in our country as well as a plan to support it.

This plan would be backed by a federal capital budget underwritten by major investment. The budget would represent a major opportunity to find alternatives to automobile-centered transportation; to repair, and in some cases eliminate, aging structures; and to aid in the revitalization of urban areas in response to changing demographics.

A plan of this type must include measurable milestones and clear standards on the path to building America's 21st-century transportation and infrastructure. It should also designate funds to keep infrastructure in good repair as a part of a balanced transportation plan.

2. Generate revenue through local transportation services and charges.

Cities and the federal government can create innovative partnerships through an array of financing tools for building infrastructure—as long as the risk that goes along with that financing is appropriately assigned.

3. Level with the American people about the true cost of transportation.

Citizens in cities can make real choices based on data and not just habit. Research organizations, cities, and the federal government need to provide better information so that people can make informed choices.

4. Shift thinking on transportation from singular mode-based to multi-modal and balanced.

The answer is neither the car, bus, bike, nor tram. No silver bullet exists to solve all transportation problems. Instead, we should consider which methods of travel are appropriate for a given trip. We need to balance impacts in terms of the environment, economy, and general well-being of the community.



Construction of the new Central Corridor light rail transit line in St. Paul, Minnesota, is made possible by a mix of resources including federal funding.



Philadelphia's Navy Yard demonstrates how industrial land can be remediated and used for new purposes including office, housing, and open space.

DESIGN & DEVELOPMENT FORUM RECOMMENDATIONS

1. Take advantage of the existing building stock.

Cities should offer grants and incentives to repair existing buildings and raise their efficiency. They should also take particular care to preserve significant buildings that are not yet old enough to be protected by historic preservation regulations.

2. Cities should work with land owners to make valuable, underutilized sites available.

Often these sites are owned by port authorities, railroads, or other entities, which blocks development. Localities need help in acquiring this property.

3. The federal government should assist local jurisdictions in cleaning up brownfields.

The cities cannot afford to do it alone, especially given that the courts have limited corporate liability, which in turn makes it difficult to recover cleanup costs.

4. Cities should implement policies that encourage developers to provide necessities where growth is desired.

These necessities include schools, market-rate and affordable housing, and retail space for such things as grocery stores.

5. Cities should prepare for the market shift toward urban development.

The development momentum is moving from suburban development to urban development. This transition is being driven by demographics: the rise of the Millennials, the single-person household, and changes in the traditional family.

DESIGN & 21st CENTURY CHALLENGES FORUM RECOMMENDATIONS

The examination of 21st century challenges in city design concentrated on five of the most compelling themes in the national dialogue on city design: smart cities, vacant land, aging infrastructure, civic engagement, and the public realm. While the conversation, like those in the other two forums, touched on some technical solutions, the focus was on process and procedure.

1. Cities need to revisit models of evaluating success.

Cities should determine if they are relying on older models of evaluation that fail to take into consideration contemporary circumstances. Comprehensive models of evaluation should be used in order to address the multiple impacts of decisions related to the built environment. These models should address areas like transportation, public safety, public health, and economic development.

2. Enhance and leverage technological structures to allow for development of greater knowledge networks and sharing of best practices.

Cities, organizations, and practitioners should take advantage of the ability to export and import data,

stories, project information, and best practices. Online document sharing, webinars, and web-based social media networks allows for greater access to information at low- and no cost.

3. Remember that there are operational elements in design—enforcement, maintenance, etc.

Capital funds are difficult to come by, but those funds required for operations tend to be even more challenging to secure. Design and funding decisions need to be integrated, taking into consideration both upfront costs as well as those required for ongoing support of a space, place, project, etc.

4. Create new models of civic engagement.

The foundation of a new public realm depends on the public's commitment and political will. Cities need to generate greater design awareness among their residents by fostering civic bonds, stewardship, and pride. Engaging citizens in meaningful dialogue not only results in better design outcomes for the community; it also builds support for and ownership of projects, which is particularly critical in large, complex projects that may take years to complete.



Maintenance needs within the public realm are often forgotten but sometimes require special care, as shown near Charleston, South Carolina's, aquarium where the edges of each sidewalk flagstone are worked by hand.

ADDRESS BY SECRETARY DONOVAN

Before the Federal Response Panel commented on the forum recommendations, Secretary for the US Department of Housing and Urban Development Shaun Donovan addressed Summit Delegates.

He began his remarks by speaking expansively on the many ways that Chicago, under the leadership of Mayor Daley, has set the standard for urban design and neighborhood transformation.

“With his public housing Plan for Transformation, Mayor Daley brought a very different frame of design to Chicago neighborhoods—replacing isolated blocks of high-rise towers with a mix of housing built along the historic grid of city streets, giving families long trapped in concentrated poverty a path to real housing choice in neighborhoods around the city. That new frame helped the neighborhoods surrounding that housing attract the retail and commercial businesses they need to thrive and create jobs.”

In further elaborating the reasons Chicago has been transformed, “from a symbol of the Rust Belt into a symbol of the 21st-century global economy,” Secretary Donovan noted that cultural changes such as the creation of Millennium Park have bolstered its ability to attract talent. “Capital and jobs follow people, and talent is mobile. And what that talent is looking for is quality of place—dynamic, diverse neighborhoods.”

Secretary Donovan also said that progress in all cities, particularly in transforming low-income neighborhoods, has been held up by outdated federal regulations. “Right now, we estimate there is \$25 billion of public and private capital sitting on the sidelines, waiting to be invested in America’s affordable housing that could unleash this transformation on a much broader scale.”

“Here’s the problem: we can’t access that capital,” he explained. “Antiquated rules developed nearly a half century ago prevent anyone but the federal government from financing improvements to public housing.”

However, Secretary Donovan pointed out that the Partnership for Sustainable Communities grants, funded jointly by HUD, DOT, and the EPA are an indication that federal agencies may be beginning a transformation of their own. “Last fall, HUD and the Department of Transportation awarded nearly \$170

million in planning grants to ensure regions and communities across the country have more housing and transportation choices, more energy independence, and more economic competitiveness.”

He continued, “I’m proud to say that for the first time, our Regional Planning Grant program explicitly contained language encouraging the arts community to participate in the grant application process.” He sees this inclusion as a clear indication of a growing awareness that the arts can transform communities.

“As your partner,” Donovan concluded, “my job is clear: to help you turn possibility into reality—so that every mayor can design the stronger, more resilient, more dynamic future for your cities that America needs to compete in the 21st century and win the future.”



HUD Secretary Shaun Donovan addressed the Summit participants and described the successes of Chicago along with existing funding opportunities at the federal level for local governments.

FEDERAL RESPONSE

“As I continue to look at what we are doing here, I hear recommendations about tools that will help enhance that journey we have started to the future. And one of those tools is a strong partnership with the federal government. We need to look at each city as a unique creation and [recognize] that one size does not fit all.”

**—Mayor Elizabeth Kautz of Burnsville, MN,
USCM President**

Representatives from four federal agencies took part in a panel discussion in which they focused their response on the forum recommendations. These representatives were:

- Derek Douglas
Special Assistant to the President
The White House Domestic Policy Council
- Roy Kienitz
Undersecretary for Policy
The US Department of Transportation
- Salin Geevarghese
Senior Advisor
The Office of Sustainable Housing and Communities
The US Department of Housing and Urban Development
- Rocco Landesman
Chairman
The National Endowment for the Arts

Carol Coletta, former MICD director and president of ArtPlace, a new national initiative to accelerate creative placemaking across the country, moderated the discussion.



The Closing Plenary featured a response to the Summit recommendations gathered in the forums. Pictured here from left to right, background: Mayor Elizabeth B. Kautz, Toni Griffin, Mayor Joseph P. Riley Jr., Chris Leinberger, Mayor Michael A. Nutter, Marilyn Jordan Taylor, Former Mayor Manny Diaz, and Carol Coletta. Pictured here from left to right, foreground: Derek Douglas, Salin Geevarghese, Roy Kienitz, and Rocco Landesman.

BUILDING THE PUBLIC CASE FOR INNOVATIVE DESIGN

“If we do not find better ways of connecting it [innovative design] to the individuals, to make it something real for people, we are not going to get the momentum behind it that we can and should.”

**—Derek Douglas, Special Assistant to the President,
White House Domestic Policy Council**

All the panelists agreed that at a moment when the trend in Washington is to cut spending, officials at both the federal and local levels need to convince people that innovative design projects are worthwhile. In order to do so, they must emphasize aspects of job creation and economic development when making their case.

Douglas stated that “at the federal level the things that are well-funded have constituency behind them. Sustainable cities touch so many people’s lives in so many meaningful ways. When we talk about our sustainable communities work, that is just an abstract concept. We have to build that more into our messaging, and we need stories from you all.”

Geervarghese agreed: “It is hard for people to envision what we are talking about. When we’re out as a member of the Office of Sustainable Housing and Communities and having conversations, particularly in neighborhoods of distress, there is a necessity to say, ‘this is what it looks like and this is what it means for you.’”

To drive home this point, Chairman Landesman drew on his past professional experience: “Here I am taking off my federal bureaucrat hat and putting on my Broadway producer hat. One thing every mayor and locality can do is to put all hands on deck to make these projects work, to showcase successes. Otherwise, “it’s a challenge to make people understand the vision, scope, and value of these programs.”



Derek Douglas of the White House Domestic Policy Council responds to comments made by Summit delegates.

BREAKING DOWN INTERAGENCY SILOS

Continued dialogue is needed “to help us really think through what is the pattern going to look like in a particular place? What does it mean to not consider places all the same and to really treat them individually and differently...”

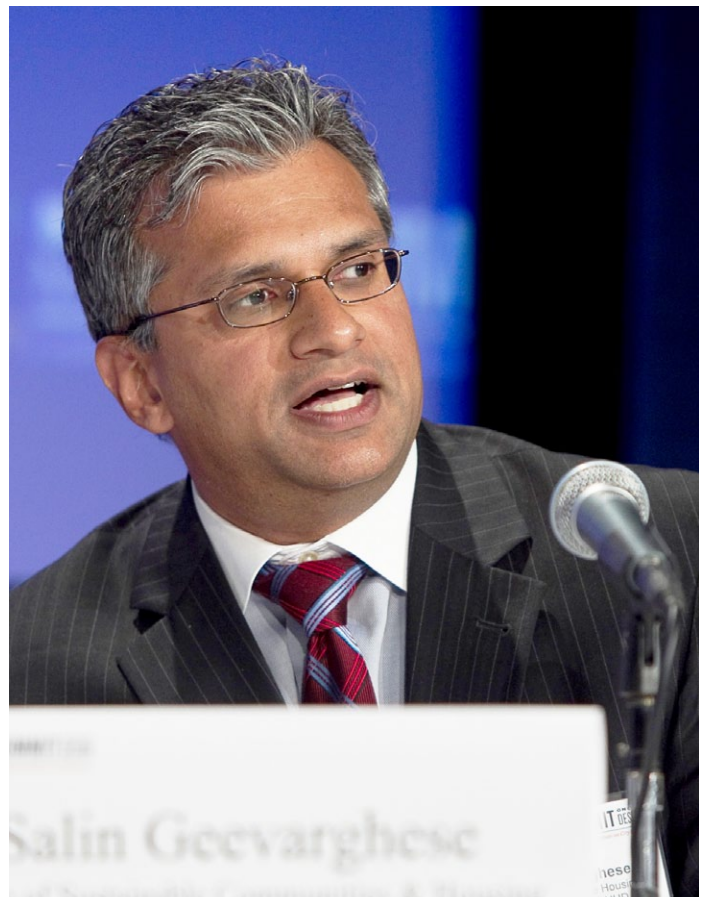
—Salin Geevarghese, Senior Advisor, HUD’s Office of Sustainable Housing and Communities

Geevarghese acknowledged that decisions on the federal level have been fragmented and sometimes conflicting, saying, “One thing that I think all of us, as a part of the federal government would attest to, is that we are not great at flexibility. We are not great at being nimble. We work better when one size fits all. We don’t work well when there is a lot of variation.”

That does not mean the federal government is not interested in changing this status quo. Douglas noted that the White House Domestic Policy Council is trying to address the problem: “The Partnership for Sustainable Communities is one example of the way we are addressing this. We have an interagency working group around neighborhood revitalization—Choice Neighborhoods, Promise Neighborhoods—where those agencies are coordinating. When we are thinking about designing policy, we think about how issues connect but also in terms of process, by setting up the interagency working groups and the work stream so that the agencies are actually at the table coordinating.”

From the Department of Transportation’s perspective, Under Secretary Kienitz added, “I will say that allocating \$50 million in planning grants on a multi-agency basis is way more work than allocating \$500 million dollars in capital grants, with just one agency. That’s a burden that we are willing to carry because it’s important.”

He continued, “The original theory of the reforms, that go back 20 years, was get the right people around the table when you’re picking things off the list of funding to make sure that it gets done fairly. What we have learned since then is that if all there is on the list is the same-old-same-old, it doesn’t matter who is at the table.”



Salin Geevarghese, a senior advisor at HUD’s Office of Sustainable Housing and Communities, comments on the need for greater flexibility in federal solutions.

TRANSPORTATION

Transportation projects also emerged as a central topic in the recommendations from all three forums. Chairman Landesman set the stage for the federal response by saying, “The Department of Transportation is not just about engineering and road building—it’s about quality of life and sustainability. For example, a grant was recently made in my hometown for a light rail connection between the arts quarter, the art museum, and the zoo. That’s not just a public transportation program—that’s an arts project as well. It touches people in the community in many ways, besides just ‘here’s transportation from here to there.’ And we at the federal level and the mayors at the local level have to do a better job of highlighting that kind of cooperation and the results.”

Under Secretary Kienitz offered key insight, particularly about making transportation systems more multi-modal and responded on the nagging issues of maintenance and the length of time required to complete projects, noting that “keeping things in a state of good repair” is “obviously a priority for us from a policy basis. It has become a bit of a default in a federal program that is so underfunded that you really can’t do anything big anymore, be it a big good thing or a big bad thing.”

As for timelines, he asked, “Why does it take 13 years to build a transit project?” His answer: “The biggest reason is that alternative analysis and engineering and ridership projections are so burdensomely difficult. We have a regulatory process going on to find ways to simplify it, where we have asked for input from everybody in the world who has to deal with this process about ways to simplify it.”

“The government has to make decisions for highly competitive dollars based on who has got the best project,” he continued. “You have to actually analyze the projects to know who has got the best one. So I’m not sure how much of that will change structurally. A big part of solving

“Our tools to carry forth that vision are pretty limited. We have been involved in lengthy discussions about how to do a better job of having operating instructions for the DOT that will allow us to carry out that vision with much greater freedom, and we have high hopes there, but it is difficult in Washington because decision-making is so diluted.”

**—Roy Kienitz, Under Secretary for Policy,
US Department of Transportation**

that problem will be to get substantially more capital dollars going into that program, so the end of the line is only three or four years away. If you don’t get your engineering design and approval done by then, someone is going to skip ahead of you in line.”



Roy Kienitz, Under Secretary for Policy at the US Department of Transportation, described policy improvements within DOT.

SMALL IS BEAUTIFUL

While a repeated call for comprehensive projects requiring major investments came out of the forums, so too did a reminder not to overlook the importance of small projects.

Derek Douglas addressed this issue head on, cautioning Summit delegates who were calling for an infrastructure Marshall Plan that it was not likely to happen anytime soon. “The conversation in Washington right now doesn’t lend itself to these large types of Marshall Plans. Everything is going in the other direction. It’s about fiscal distress and cutting, cutting, cutting.”

However, he continued, “There have been several sources of funds to help communities plan for the future. There have been TIGER (Transportation Investment Generating Economic Recovery) Grants, administered by the US Department of Transportation, HUD Sustainable Community Regional Planning Grants, EPA Brownfields Area-Wide Planning Grants, HUD Community Challenge Grants, and EPA Smart Growth Technical Assistance Projects. But if you look at the conversations that we had for the FY 2011 budget, which were very intense, certain things were saved. TIGER, which was on the fence, was saved.”

“It was because the agencies were able to showcase the impact that these programs had and the value that they would bring to the communities around the country. We have to do that on a much broader scale, because one of the barriers is making sure that everything that we are talking about here and everything that we are trying to push within the administration works with Congress. We can get Congress pushing in the same direction with us. It sometimes happens.”

Under Secretary Kienitz added, “You can actually make a big difference with small projects, and I have good news for you there. TIGER Grants are small since small projects are

“One of the things I think that the federal government and all of us can do a better job of is to build into our narrative the importance of city design, and the critical role it plays in advancing all of the priorities for the future, and all the things that our President and senior leadership talk about.”

—Derek Douglas, Special Assistant to the President, White House Domestic Policy Council

all we can afford. Even when we have a fairly large amount of money in a world of new discretionary dollars, the grants are \$20 or \$30 million each.”

“You’re not going to change the world with \$20 or \$30 million. For those of you who have a billion dollar transit project that you want to do—you know, that’s not a very helpful message to hear. But if you ask, ‘What can I do that is maximally impactful with 20 million dollars?’ there are a lot of great answers to that question.”

Derek Douglas concluded for the panelists by emphasizing the responsibility of the federal government, “You mayors are on the ground and in your communities and you can energize. But I don’t want to shirk our responsibilities. We can also energize, and our President is pretty good at energizing people, too. If we talk about the vision, articulate what these things can do to change communities, that will help to energize the public to say, ‘We need to see Washington delivering more.’”



Mayors, like Bill Finch from Bridgeport, Connecticut, are taking advantage of DOT TIGER II grants to reimagine parts of their cities. The draft site plan above outlines transit oriented development around a proposed multi-modal station in Bridgeport, where implementation will be partially aided by a TIGER II grant.

CLOSING ADDRESS

“The playbook of the NEA is your playbook. It’s written by you, the mayors, who are engaged every day, all the time, in bringing your cities back, and revitalizing them.”

**—Rocco Landesman, Chairman,
National Endowment for the Arts**

NEA Chairman Rocco Landesman gave the Summit’s closing address, beginning with some additional comments on Mayor Daley’s legacy.

“Mayor Daley has always understood instinctively that there is a profound connection between art and place. Each strengthens the other, and both are made stronger when wrapped in the framework of good design.”

Chairman Landesman then asked, “How does each of us in this room take Mayor Daley’s legacy back to our communities and have it inform our own work?” His answer: “I think, fundamentally, Mayor Daley’s prime directive is one of creative placemaking.”

Chairman Landesman continued, focusing on the powerful relationship between the arts and place as embodied in the spirit of MICD.

“I will simply say very briefly, the playbook of the NEA has been written by you. There was a time when I did not know of Mayor Riley and all his work at MICD. My company owned the Royal George Theatre here in Chicago, and what I saw was the rehabilitation of run-down, broken-down, collapsing theaters and a tremendous amount of withering criticism, because a lot of money was being spent on them. These theaters were rehabbed, the downtown was revitalized, a theater district was created, and a cultural locus was created in the city. What’s obvious is that Chicago is a different place than any other city in America. And for me, personally, as a theater guy, it started with the rehab of those theaters.”

“We feel—I feel—that the arts have a strong, fundamental, central role to play in that rehabilitation. When you bring art and artists into neighborhoods, into the center of town, it changes those places profoundly, and it’s a major force for revitalization.”

“And my message across the federal government, everywhere I’ve gone, is that the arts can be a fulcrum for collaboration and partnership across the federal government, across the state and city governments, and also including the private sector, where we can enlist significant funds. My job is to scale up the resources and the funds that can be used to help revitalize places all across America through the arts. Mayor Daley has been—as Mayor Riley has been—the inspiration for this, and all I can say right now is thank all of you. Thanks to all of you who are here, and especially thanks to you guys who wrote the playbook that we’re going to be using at the NEA for many years. You have set the tone, have set the standard.”

“I just hope I can execute some of the things that you’ve already done. We are profoundly in your debt. Thank you. Thanks to you all for being here.”

For a copy of Chairman Landesman’s prepared remarks, in addition to all other presentations, panels, and speeches, please visit www.micd.org.



NEA Chairman Rocco Landesman closes the Summit with remarks on the arts as a means for collaboration in our cities.



CHICAGO MAYOR RICHARD M. DALEY RECEIVES THE JOSEPH P. RILEY JR. AWARD FOR LEADERSHIP IN URBAN DESIGN

A joint recognition by the American Architectural Foundation in association with the United States Conference of Mayors

“Government and public service is about passion and your willingness to listen to people and to the architects and to the engineers, to the artist and the average person who have great passion and ideas for your cities.”

**—The Honorable Richard M. Daley
Mayor, Chicago, IL**

In 2010, the American Architectural Foundation and US Conference of Mayors created the Joseph P. Riley Jr. Award for Leadership in Urban Design to honor a mayor whose commitment to excellence in urban design reflects the outstanding example set by the award's namesake. At the Summit, Chicago Mayor Richard M. Daley, was honored as the inaugural recipient of the award.

Since his election in 1989, Mayor Daley has demonstrated an uncompromising commitment to excellence in urban design and sustainability. In addition to bringing his design leadership to such iconic projects as the 24.5-acre Millennium Park, Mayor Daley is recognized as one of the first mayors to make sustainability a universal priority. Under his leadership, Chicago has built more US Green Building Council LEED-certified structures than any other city in the United States, with more than 160 to date. Chicago has also built or upgraded over 215,000 units of affordable housing during his tenure and invested more than \$5 billion in capital improvements, which includes 46 new schools. Through his efforts, Mayor Daley has demonstrated how an innovative, artistic vision coupled with the power of design can transform a city and the lives of its residents.

“I couldn't be prouder to be part of celebrating what you've done here and your leadership in your community,” AAF president and CEO Ron Bogle said, addressing Mayor Daley. “We can use what you've done here and what other mayors are doing as an example to learn from, to be inspired by, for others to see that they can do these things in their community.”

When AAF and USCM selected Mayor Daley to receive the inaugural Riley Award, the decision was an easy one. At the time, Tom Cochran, CEO and executive director of USCM,

reflected on Mayor Daley's contributions: “Throughout his more than two decades of service to the people of Chicago, Mayor Daley has proven time and again that mayors have a critical role to play in the design of their cities. In Chicago, across the nation, and around the world, his design legacy will continue to enrich the lives of generations to come.”

At the Summit, Mayor Riley said of Mayor Daley, “In any conversation with Richard Daley you quickly know one thing: he knows his people. When he said, ‘City of Chicago,’ if you looked in his eyes, he was seeing his people, almost as if he knew every one of them.”

“He took the role of Mayor as chief urban designer to a new level in our country, if not the world. When truly great people retire from their profession, their achievements don't fade. They become bigger.”



Chicago Mayor Richard M. Daley receives the Joseph P. Riley Jr. Award from the American Architectural Foundation and the United States Conference of Mayors at the closing of the Summit. Pictured from left to right: Tom Cochran, Mayor Joseph P. Riley Jr., Rocco Landesman, Mayor Richard M. Daley, Ron Bogle, Mayor Elizabeth B. Kautz, AAF Board Chairman G. Sandy Diehl III, and Mayor Michael A. Nutter.

"The story of Richard M. Daley making this city so successful will inspire mayors in small and large cities, near and far away. Mayor Daley's achievements will make wonderful cities for generations."

Under Daley's leadership, a public-private partnership helped revitalize the Chicago Theater District. Rocco Landesman commented on this during his opening address at the Summit: "A powerful mayor, plus a major theatre renovation, equals urban renewal. I'm talking about only one thing—Mayor Daley's work in the downtown Chicago Theatre District."

"Mayor Daley was the first person I know who understood the concept of creative placemaking. He saw that the arts could be used to help shape the social, physical, and economic character of a city. He went to work supporting the arts as part of a strategy to make Chicago one of the most vibrant, most livable cities anywhere. He understood that design is the one art form that affects us all."

In his acceptance speech, a humble Mayor Daley said, "I want to thank all of the mayors, past and present, who have made a difference out there, and those who are here at this wonderful design summit. I thank them for all their passion about their great cities and willingness to think outside the box, [and] at the same time to listen to architects and artists coming forward with great ideas and ambitious plans for their cities."

"Government and public service is about passion," he continued, "and your willingness to listen to people and to the architects and to the engineers, to the artist and the average person who have great passion and ideas for your cities."

"People want to rebuild their cities. They love their families, they love their places of worship, and they say 'my block can be different.'"

"When I became mayor I said, 'If you walk out every day and see the same things, you realize nothing has changed.'"

That's why I planted a tree, I put up a fountain, I put up a piece of artwork. I did things that people said, 'It can't be done in this community. They'll destroy it.'"

"But, not one thing was destroyed, because people realized we cared about them and were saying, 'Things will get better.'"

"To me that's what a city is all about. That feeling you have to have that you don't just dream about something, but you do it. When cities reach out to the world, you have a great future. When you don't want to reach out to the world, then you live in the past."



Chicago Mayor Richard M. Daley was honored with the Joseph P. Riley Jr. Award for Leadership in Urban Design. The award was given by Ron Bogle, president and CEO of the American Architectural Foundation (top) and Tom Cochran, CEO and executive director of the United States Conference of Mayors (bottom).

AGENDA

WEDNESDAY, APRIL 27

3:00 – 6:00 p.m.

REGISTRATION, *Hilton Chicago*

6:00 – 7:30 p.m.

WELCOME RECEPTION, *Conrad Suite*

THURSDAY, APRIL 28

7:00 a.m.

REGISTRATION, *Normandie Lounge*

9:00 – 10:45 a.m.

OPENING PLENARY, *Grand Ballroom*

WELCOME

Jason Schupbach, Director of Design, NEA, Summit Moderator

WELCOME TO CHICAGO

Richard M. Daley, Mayor, City of Chicago, Past President, USCM

WELCOME TO SUMMIT

- Rocco Landesman, Chairman, NEA
- Elizabeth Kautz, Mayor, City of Burnsville, MN, President, USCM
- Ron Bogle, President and CEO, AAF

REMARKS FROM PRESENTING SPONSOR

Vanessa Matiski, Director of Architecture, Target

THE MAYORS' INSTITUTE LEGACY

Joseph P. Riley Jr., Mayor, City of Charleston, SC, Past President, USCM, Founder, Mayors' Institute on City Design

VIDEO

25 Years of the Mayors' Institute on City Design

REMARKS

Antonio Villaraigosa, Mayor, City of Los Angeles, Vice President, USCM

KEYNOTE ADDRESS

Thom Mayne, Design Director, Morphosis, UCLA Architecture and Urban Design Distinguished Professor

11:00 a.m.

PRESS CONFERENCE, *Normandie Lounge*

12:00 – 1:30 p.m.

LUNCH, *Grand Ballroom*

HOW DESIGN HAS SHAPED CHICAGO

- John Syvertsen, Senior Principal, Cannon Design, Regent, AAF, Moderator
- Lee Bey, Executive Director, Chicago Central Area Committee
- Gerald Adelmann, President and CEO, Openlands
- Barbara Gaines, Artistic Director, Chicago Shakespeare Theater

THURSDAY, APRIL 28 *Continued*

2:00 – 4:15 p.m.

CONCURRENT FORUMS

FORUM 1: DESIGN & TRANSPORTATION *Williford Room*

Topics will include parking, alternative transportation, new trends in transportation data, intercity rail, and comprehensive bike and rail planning.

Panel

- Manny Diaz, Former Mayor, City of Miami, Past President, USCM, Moderator
- Gabe Klein, Former Director, District Department of Transportation, Washington, DC
- Jeffrey Tumlin, Principal, Nelson\Nygaard
- Peter Park, Manager, Community Planning and Development, City of Denver

Roundtable Discussions

- Marilyn Jordan Taylor, Dean, University of Pennsylvania School of Design, Facilitator

FORUM 2: DESIGN & DEVELOPMENT *Astoria Room*

Topics will include affordable housing, neighborhood development, historic preservation, adaptive reuse of aging infrastructure, creative placemaking, and leveraging open space to drive development.

Panel

- Michael A. Nutter, Mayor, City of Philadelphia, Second Vice President, USCM, Moderator
- Mary Margaret Jones, President and Senior Principal, Hargreaves Associates
- Richard Baron, Partner, McCormack Baron Salazar
- Mitchell Silver, Director of Planning, City of Raleigh

Roundtable Discussions

- Chris Leinberger, Visiting Fellow, Brookings Institution, Facilitator

FORUM 3: DESIGN & 21ST CENTURY CHALLENGES

Topics will include active design for public health, smart cities, climate adaptation, and changing demographics.

Panel

- Joseph P. Riley Jr., Mayor, City of Charleston, SC, Past President, USCM, Moderator
- Teddy Cruz, Architect, Estudio Teddy Cruz
- John Tolva, Director of Citizenship and Technology, IBM
- David Burney, Commissioner, NYC Department of Design and Construction

Roundtable Discussions

- Toni Griffin, President, Urban Design and Planning for the American City, Adjunct Associate Professor, Harvard GSD, Facilitator

7:00 – 8:30 p.m.

RECEPTION, PRITZKER PAVILION, MILLENNIUM PARK

Buses will depart the hotel beginning at 6:45 and will be available for return.

FRIDAY, APRIL 29

9:00 – 11:30 a.m.

CLOSING PLENARY, *Grand Ballroom*

PRESENTATION OF FORUM RECOMMENDATIONS AND GENERAL DELEGATE DISCUSSION

- Manny Diaz, Former Mayor, City of Miami, Past President, USCM
- Marilyn Jordan Taylor, Dean, University of Pennsylvania School of Design
- Michael A. Nutter, Mayor, City of Philadelphia,
Second Vice President, USCM
- Toni Griffin, President, Urban Design and Planning for the
American City, Adjunct Associate Professor, Harvard GSD
- Joseph P. Riley Jr., Mayor, City of Charleston, SC, Past President, USCM
- Chris Leinberger, Visiting Fellow, Brookings Institution

REMARKS

Shaun Donovan, Secretary, US Department of Housing and Urban
Development

FORUM RECOMMENDATIONS AND FEDERAL RESPONSE

- Carol Coletta, Director, ArtPlace, Former Director, MICD,
Moderator
- Derek Douglas, Special Assistant to the President, White House
Domestic Policy Council
- Salin Geevarghese, Senior Advisor, US Department of Housing and
Urban Development
- Rocco Landesman, Chairman, NEA
- Roy Kienitz, Under Secretary for Policy, US Department
of Transportation

12:30 – 2:30 p.m.

LUNCH, *Grand Ballroom*

THE DESIGN LEGACY OF MAYOR RICHARD M. DALEY

Tom Cochran, CEO and Executive Director, USCM, Moderator

REMARKS OF APPRECIATION OF MAYOR DALEY

- Elizabeth Kautz, Mayor, City of Burnsville, MN, President, USCM
- Antonio R. Villaraigosa, Mayor, City of Los Angeles,
Vice President, USCM
- Michael A. Nutter, Mayor, City of Philadelphia,
Second Vice President, USCM

VIDEO

*Mayor Richard M. Daley: Innovative Design Leadership,
Transformative Results*

PRESENTATION OF JOSEPH P. RILEY JR. AWARD FOR LEADERSHIP IN URBAN DESIGN TO MAYOR DALEY

- Elizabeth Kautz, Mayor, City of Burnsville, MN, President, USCM
- Joseph P. Riley Jr., Mayor, City of Charleston, SC, Past President, USCM
- Ronald Bogle, President and CEO, AAF

REMARKS

Richard M. Daley, Mayor, City of Chicago, Past President, USCM

CLOSING ADDRESS

Rocco Landesman, Chairman, NEA

BIOS



GERALD ADELMANN

Gerald Adelmann is president and CEO of Openlands, one of the first metropolitan conservation organizations in the nation. Founded in 1963, Openlands works to protect and enhance open space in northeastern Illinois and the surrounding region. Adelmann chairs Mayor Daley's Nature and Wildlife Committee and serves on numerous boards and commissions. He has also worked on sustainable development in Yunnan, China, since the early 1990s.



RICHARD BARON

Richard Baron is co-founder, chairman, and chief executive officer of McCormack Baron Salazar (MBS), which redevelops neighborhoods in inner-city areas across the country. In the past 30 years, MBS has developed 143 projects with costs of \$2.3 billion. It has developed more than 15,000 housing units and one million square feet of retail/commercial space. MBS has closed 55 phases of HOPE VI developments in 15 cities involving 7,185 units and \$1.2 billion in total development costs.



LEE BEY

Lee Bey is executive director of the Chicago Central Area Committee, an influential civic group composed of business and cultural leaders devoted to improving the architecture, transportation, cultural life, and urban design of downtown Chicago. Bey is also a writer, adviser, professor, and critic specializing in architecture, urbanism, and the role politics plays in the creation of the built environment.



RONALD BOGLE

Ronald Bogle became the seventh president and CEO of the American Architectural Foundation (AAF) in July 2002. During his tenure, he has developed and launched four national design initiatives, including AAF's Great Schools by Design and Sustainable Cities Design Academy, and he leads AAF in its role as a partner for the Mayors' Institute on City Design. Bogle is also a co-founder and director of the Architecture + Design Education Network and the Association of Architecture Organizations, as well as director of UNESCO's US National Commission.



DAVID BURNEY

David Burney was appointed commissioner of the New York City Department of Design and Construction (DDC) in 2004 by Mayor Michael R. Bloomberg. DDC manages capital projects for a variety of City agencies and cultural institutions that receive City capital funds. With Mayor Bloomberg's support, Burney launched a citywide "Design and Construction Excellence Initiative" with the goal of raising the quality of design and construction of public works throughout New York City.



TOM COCHRAN

Tom Cochran is CEO and executive director of the United States Conference of Mayors, where he has served the organization since 1969. Before becoming the Conference's executive director in 1987, Cochran was deputy executive director for 17 years. Prior to that, he served in the Office of Economic Opportunity, Executive Office of the President, under the directorship of Sergeant Shriver. He was director of Congressional relations for the Job Corps and in that capacity received several awards for outstanding service. He earned his undergraduate and law degrees from the University of Georgia.



CAROL COLETTA

Carol Coletta is leading ArtPlace, a new national initiative to accelerate creative placemaking across the U.S. ArtPlace is a collaboration of the nation's top foundations and the National Endowment for the Arts. Prior to joining ArtPlace, Coletta was president and CEO of CEOs for Cities. For ten years, she hosted and produced a nationally syndicated public radio show, Smart City, and from 2003 to 2005, she served as executive director of the Mayors' Institute on City Design.



TEDDY CRUZ

Teddy Cruz has been recognized internationally for his urban research on the Tijuana-San Diego border. A Harvard University graduate, his work represented the US at the 2008 Venice Architecture Biennial and was included in the "Small Scale, Big Change" exhibition at MoMA. He is a professor in public culture in the Visual Arts Department at the University of California, San Diego.



MAYOR RICHARD M. DALEY

A former state senator and county prosecutor, Chicago Mayor Richard M. Daley was elected mayor in 1989. He has earned a national reputation for his innovative, community-based programs to address education, public safety, neighborhood development, and other challenges facing American cities. He has invested more than \$3 billion toward more than 100,000 affordable housing units and has established aggressive plans to rebuild public housing, extend housing affordability, and end homelessness in Chicago.



FORMER MAYOR MANNY DIAZ

Manny Diaz was first elected mayor of Miami in 2001 and was chosen to lead the United States Conference of Mayors as its president in 2008. During his two-term tenure as mayor, Diaz was recognized for transforming Miami through Miami21 and for innovation in the areas of urban design, sustainability and green initiatives, education, infrastructure investment, affordable housing, law enforcement, poverty and homelessness, and arts and culture. He counts AAF's Keystone Award among his many accolades and sits on, among others, the Boards of the Bloomberg Family Foundation and UPenn's Institute for Urban Research.



TONI GRIFFIN

Toni Griffin has built a 20-year career in both the public and private sectors, combining the practice of architecture and urban design with the execution of innovative, large-scale, mixed-use urban redevelopment projects and citywide and neighborhood planning strategies. In 2010, Griffin launched her own consulting practice, Urban Planning and Design for the American City, whose first project is to work with the Kresge Foundation and the Mayor of Detroit to develop a comprehensive citywide strategic plan. Griffin is also an adjunct associate professor at the Harvard Graduate School of Design.



SECRETARY SHAUN DONOVAN

On January 26, 2009, Shaun Donovan was sworn in as the 15th United States Secretary for Housing and Urban Development. He has devoted his career to ensuring access to safe, decent, and affordable housing, and he will continue that effort in the Obama Administration. Secretary Donovan believes that America's homes are the foundation for family, safe neighborhoods, good schools, and solid businesses. He has a strong commitment to making quality housing possible for every American.



MARY MARGARET JONES

Mary Margaret Jones is president of Hargreaves Associates, a landscape architecture and planning firm known for explorative design and work on challenging sites. Jones has served as senior principal in charge for such award-winning projects as the 2000 Sydney Olympics Master Concept Design, University of Cincinnati Master Plan, San Francisco's Crissy Field, Houston's Discovery Green, and is currently overseeing the planning and design for the Parklands at the London 2012 Olympics.



DEREK DOUGLAS

Derek Douglas serves on the White House Domestic Policy Council (DPC) as special assistant to President Barack Obama, where he leads the DPC's work on urban and metropolitan policy issues. Prior to working in the White House, Douglas served as Washington counsel to New York Governor David A. Paterson and director of Governor Paterson's Washington, DC, Office. Prior to his appointment in 2007, Douglas served as associate director of economic policy at the Center for American Progress.



MAYOR ELIZABETH KAUTZ

Elizabeth Kautz was appointed to the City Council in 1992 and began serving as mayor of Burnsville, MN, in 1995 where she is presently serving her sixth term. In addition, Mayor Kautz is serving as president of the United States Conference of Mayors and represents Burnsville on numerous local, regional, state, and national boards. As mayor, she has focused on many issues such as restoring safe neighborhoods, maintaining a quality level of community development, and preserving the natural environment.



BARBARA GAINES

Barbara Gaines is the founder and artistic director of the Chicago Shakespeare Theater, where she has directed more than 30 of Shakespeare's plays. In 2005, Gaines was awarded the prestigious Honorary OBE (Officer of the Most Excellent Order of the British Empire) in recognition of her contributions to strengthening British-American cultural relations. She is a member of the Cultural Affairs Advisory Board for the City of Chicago and has served on panels for the National Endowment for the Arts.



ROY KIENITZ

Roy Kienitz serves as the Under Secretary for Policy at the US Department of Transportation. Sworn into office in May 2009, Kienitz assists the Secretary in formulating national policies affecting surface transportation and aviation. He shares Secretary LaHood's goals of making safety, livability, sustainability, and economic recovery the primary objectives of DOT. Kienitz joined DOT with diverse transportation policy experience; he has worked for non-profits and has held both state and federal government positions.



SALIN GEEVARGHESE

Salin Geevarghese serves as senior advisor at HUD in the Office of Sustainable Housing and Communities. Prior to HUD, Geevarghese served as senior associate at The Annie E. Casey Foundation, with responsibilities in the Civic Sites and Initiatives unit and the Center for Family Economic Success for the anchor institution portfolio, the influence and knowledge development portfolios for Neighborhood Development, the National Green and Healthy Homes Initiative, and emerging portfolios on green/sustainability issues and making markets work.



GABE KLEIN

Gabe Klein views his work as a canvas to create a contribution. He has worked in leadership roles in transportation, technology, consumer services, and consulting. Most recently, he was director of the District Department of Transportation in Washington, DC, appointed by Mayor Adrian M. Fenty in December 2008 and serving until the end of Mayor Fenty's term on December 31, 2010.



ROCCO LANDESMAN

Rocco Landesman was confirmed by the United States Senate in 2009 as the tenth chairman of the National Endowment for the Arts (NEA). Landesman's career has been a hybrid of commercial and artistic enterprises, and prior to joining the NEA, he was a Broadway theater producer. In 2005, he purchased Jujamcyn, a company that owns and operates five Broadway theaters, which he operated until President Obama announced his intention to nominate Landesman to the NEA chairmanship.



CHRIS LEINBERGER

Chris Leinberger is a land-use strategist, teacher, developer, researcher, and author who balances business realities with social and environmental issues. Leinberger is currently a visiting fellow at the Brookings Institution in Washington, DC. His most recent book, *The Option of Urbanism: Investing in a New American Dream*, was published in 2008.



THOM MAYNE

Thom Mayne, Design Director and thought leader of Morphosis Architects, founded the firm in 1972. Mayne provides overall vision, project leadership, and direction to the firm. With Morphosis, Mayne has been the recipient of the 2005 Pritzker Architecture Prize, 26 Progressive Architecture Awards, and more than 100 American Institute of Architects Awards. Under Mayne's direction, the firm has been the subject of various group and solo exhibitions throughout the world, including a large solo exhibition at the Centre Pompidou in Paris in 2006. In addition to his role at Morphosis, Mayne is a Distinguished Professor at UCLA.



MAYOR MICHAEL A. NUTTER

Michael A. Nutter was sworn in as the 98th mayor of Philadelphia on January 7, 2008. Mayor Nutter is a native Philadelphian with an accomplished career in public service, business, and financial administration. He served as a Philadelphia city councilman for nearly 15 years, representing the city's Fourth District, which encompasses the communities of Wynnefield, Overbrook, Roxborough, Manayunk, East Falls, Mt. Airy, and parts of North and West Philadelphia.



PETER PARK

Peter Park was appointed Denver's manager of community planning and development on January 14, 2004, after leaving his post as the city planning director for Milwaukee. The Community Planning and Development Department is composed of more than 200 employees who provide Denver's planning, zoning, permit, and inspection services. Park has specialized in urban design and planning work requiring innovative design solutions that balance development needs with unique site and design quality concerns.



MAYOR JOSEPH P. RILEY JR.

Mayor Joseph P. Riley Jr. is considered one of the most visionary and highly effective governmental leaders in America. First elected Mayor of Charleston, SC, in December 1975, Mayor Riley is currently serving an unprecedented ninth term. A recipient of the National Medal of Arts, Mayor Riley has set the national standard for urban revitalization. Under his leadership, Charleston has experienced a remarkable revitalization of its historic downtown business district and unprecedented growth in Charleston's size and population.



JASON SCHUPBACH

Jason Schupbach is the director of design for the National Endowment for the Arts. He oversees all design grantmaking and partnerships. Prior to this, Schupbach served as the creative economy and information technology industry director at the Massachusetts Department of Business Development, where he focused on the nexus of creativity, innovation, and technology to grow the innovation industry clusters in the state.



MITCHELL SILVER

Mitchell Silver is president-elect of the American Planning Association (APA) and an award-winning planner with more than 25 years of experience, specializing in comprehensive planning, land use planning, and implementation strategies. Before going to Raleigh in 2005 to serve as planning director, Silver had worked as policy and planning director in New York City, a principal of a New York City-based planning firm, a town manager in New Jersey, and deputy planning director in Washington, DC.



JOHN M. SYVERTSEN

John Syvertsen is senior principal at Cannon Design, an AAF regent, and a member of the AIA College of Fellows. He is also a member of the Chicago Design Initiative and a board member for the IIT School of Architecture, Archeworks, Family Focus of Illinois, and the Chicago Architecture Foundation, where he is a past chair. Previously, Syvertsen has served as president of the Graham Foundation and chair of the Urban Design Task Force for the Chicago Central Area Action Plan.



MARILYN TAYLOR

Marilyn Taylor became dean of the School of Design at the University of Pennsylvania in October 2008 after practicing as an architect and urban designer at Skidmore Owings & Merrill. There, she led the firm's practices in airports and transportation and also in urban design. She is internationally known for her distinguished and passionate involvement in the design of large-scale urban projects and civic initiatives.



JOHN TOLVA

John Tolva, the IBM Corporation's director of citizenship and technology, is responsible for developing new socially-responsive projects in partnership with non-profit institutions and governmental entities around the world. Most recently, he launched "Rivers for Tomorrow" in partnership with The Nature Conservancy, a global watershed simulator that supports land use on decision-making, and "City Forward," a free online tool for interacting with and analyzing public city data.



JEFFREY TUMLIN

Jeffrey Tumlin is a principal and sustainability practice leader for Nelson\Nygaard, a San Francisco-based transportation planning and engineering firm. Nelson\Nygaard understands that transportation is not an end in itself, but rather an investment to help communities meet their economic development, quality of life, ecological sustainability, and social equity goals.



MAYOR ANTONIO R. VILLARAIGOSA

Antonio R. Villaraigosa, the 41st mayor of Los Angeles, was first elected in 2005. Now in his second term, Mayor Villaraigosa's foremost goal is to lead his city out of the recession and create jobs. He is also working to shut down failing schools and reconstitute them as innovation campuses, public charters, or members of the Partnership Schools; to set the city's Department of Water and Power on a path to becoming coal free by 2020; to oversee the largest mass transit construction program in America; and to fight to keep Los Angeles as one of the safest big cities in the nation.

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