



PLACEMAKING IN GLOBAL BUSINESS DISTRICTS

REPORT
LEARNING EXPEDITION
CHICAGO

2019

Contents

01	Introduction	02
02	What role does placemaking play in the development of your district?	05
03	Day 1	06
3.1	The Role of Arts & Culture in a Global Business District	07
3.2	Residential Living in a Global Business District	07
3.3	Innovation: Mapillary	08
04	Day 2	09
4.1	The Increasing Importance of Public Space in a Global Business District	10
4.2	Global Tourism Strategy	10
4.3	Culinary Arts and a Local Food Scene	11
4.4	O'Hare International Airport Expansion	11
05	Day 3	12
5.1	Local and International Business Recruitment	13
5.2	Office Trends to Attract and Retain Global Talent	14
5.3	Attracting Startups to a Global Business District	15
5.4	Innovation: Omni Ecosystems	16
06	Cases	17
6.1	The East Cut, San Francisco, USA: Proving district demand for evening and weekend "places" and testing the retail marketplace with interim programming	18
6.2	Chicago Loop Alliance, Chicago, USA: Leveraging public art as a tool for community building	22
6.3	Hudson Yards Hell's Kitchen Alliance, New York, USA: Turning bleak and industrial streetscape into subtle celebration of color and commonality	26
6.4	MIBC Moscow City, Moscow, Russia: Boosting cultural activities to foster an interactive community experience and the sociocultural potential of the district	28
6.5	Paris La Défense, Paris, France: Transforming the global business district economic and social environment	30
6.7	Union Square BID, San Francisco, USA: Promoting the experience of the pedestrian	33
07	Appreciation	35

01

Introduction

In October 2019, 20 leaders of 12 global business districts, including representatives from Casablanca, Chicago, Montreal, Moscow, New York, Paris La Défense, San Francisco, Tokyo and Toronto, met in Chicago, USA to take part in the first Learning Expedition organized by GBD Innovation Club and hosted by Chicago Loop Alliance.

The three-day event was focused on placemaking issues and enabled participants to immerse in the latest trends, learn from key global and Chicago players in the industry, and visit unique places of innovation.

In its classical meaning, placemaking inspires people to reimagine and reinvent public spaces and is the heart of every global business district. But we know that it refers to a collaborative process by which we can shape the global business districts' territories in order to maximize shared value and sense of belonging. Placemaking strengthens the connections between all types of users (visitors, inhabitants, employees of small middle enterprises and global corporations, startups...) and the places they share, and it creates the social environment and economic diversity of a district.

Placemaking not only promotes better urban design but facilitates creative patterns of use, paying particular attention to the cultural and social identities and economic diversity that define a place and support its permanent evolution process.

Placemaking can also be used to support the social and economic realms within sustainable planning and communities. The main characteristics which make these initiatives successful are open to the public, expression of uniqueness, and the support of local businesses.

This document is a result of collaboration during the GBD Innovation Club Learning Expedition. It presents the conclusions made during the exchange of the event participants, and reveals not only the main trends in the development of the global business districts, but also identifies the main challenges (opportunities), which are the key to the evolution and transformation of our territories.

02

What role does Placemaking play in the development of your district?

Barbara ASKINS

The 125th Street BID, New York, USA

For us, balancing different needs and meeting different expectations of the stakeholders and community is key for effective placemaking.

Karina GARNAGA

PJSC CITY, Moscow, Russia

Placemaking has proved to play a pivotal role in making Moscow City comfortable and its public spaces vital. It bonds all the key elements of the MIBC as a major business district and a place of urban attraction. Boosting the synergy of spatial, user, and commercial profiles, placemaking projects are constantly tailoring MIBC for business and life to the best extent possible.

Atshiko KINJO

The OMY Landlords Council, Tokyo, Japan

Placemaking can make people feel relaxed, inspiring and loving the city. It also plays a role in encouraging encounters and interactions among people. And it also plays a role in revitalizing the city.

Mike RIEGER

The East Cut Community Benefit District, San Francisco, USA

The East Cut Community Benefit District is a rapidly growing neighborhood that not only includes millions of square footage for office-use, but also thousands of new residential units. With the influx of new community members in the district, the need for placemaking and open space activation is core to the CBD's goals of providing a thriving and livable community for workers and residents alike. Our urban placemaking provides the context to interact with the open spaces, public art, and with each other. We believe in creating events that foster creativity,

support our artist community, inspire conversation, and encourage neighborhood building. In a city known for neighborhoods, we want to be on the map. We have grand hopes for the future of this neighborhood as an economically integrated, cosmopolitan, residential, and employment center. Placemaking is the engine to create "stickiness" that turns The East Cut from a 9-5 workplace to a flourishing San Francisco destination.

Emile ROUX

Destination Centre-Ville, Montreal, Canada

For several years, Montreal has been integrating the concept of placemaking into the revitalization of certain areas that are fallow or isolated (Village du Pied du Courant, Aire Commune, Green Haus, Station FMR). In downtown Montreal, placemaking has been used recently to reduce the impact of many construction sites by creating spaces for rest and relaxation in the midst of the affected areas (Le Petit Montréal, Placottoirs, XP_MTL). Many new places are already planned to be used for placemaking in the next years all around Montreal.

Maria TSEREVITINOVA

PJSC CITY, Moscow, Russia

Placemaking today plays the key role for Moscow society. Comfort, design and services – this is what people are looking for, and we in Moscow-City aim to build the best environment for them.

Takahiko YAMAZAKI

The OMY Landlord Council, Tokyo, Japan

Interaction by placemaking brings about innovation!



03

Day 1



Day 1

3.1

THE INCREASING IMPORTANCE OF PUBLIC SPACE IN GLOBAL BUSINESS DISTRICTS

Significant demographic shifts including the rise of the millennial generation and the return of empty-nesters are resulting in new demands on downtowns. These demands require districts to provide

a set of compelling and robust urban experiences in public places that influence personal decisions regarding where to live, whether to accept a job offer, or even where to locate a company.



- Natural elements such as parks, rivers, streams, and lakes are increasingly important in business districts.
- The most successful public space interventions occur when the city, advocacy organizations, and the public are at the table together.
- Place plays a scientific role in creating a memorable experience.
- Making a space into a place is akin to making a house into a home; a home is filled with memories.
- Temporary placemaking projects are a way to engage the public in visioning the future of your business district.

3.2

THE ROLE OF ARTS & CULTURE IN A GLOBAL BUSINESS DISTRICT

The quality of the urban environment plays an increasingly important role in today's global business district. A rich collection of arts and cultural assets is now a necessity to attract and retain talent from around the world.

- Art is for everyone, and art makes people feel like they are part of their city. Districts should investigate a new idea called Social Impact Bonds. These provide a legitimate and meaningful way to fund arts.
- Arts and culture institutions, advocates, and District Managers need financial impact data to speak the language of political leaders and corporate investors. Districts should invest in economic impact studies directly related to the arts

and culture sector, like Chicago Loop Alliance's *Arts in the Loop* Economic Impact Study, so arts champions can make their case for funding and support.

- The arts are increasingly impacting real estate investment and corporate relocation decisions.
- Districts Managers must make a commitment to prioritizing arts and culture, and must find attendance modeling/algorithms to predict what District programming actions affect downtown attendance.
- In Chicago, the Project Windows initiative and Marilyn Monroe mural on the Magnificent Mile demonstrate District partnership with arts organizations, in this case the Art Institute of Chicago and its Andy Warhol exhibit.

Day 1

3.3

RESIDENTIAL LIVING IN A GLOBAL BUSINESS DISTRICT

Many global business districts are increasingly attracting the young and wealthy as preferences shift from the suburbs to the urban core. Experts in residential real estate development presented information on the profile of the global business district resident, and developers discussed the building trends necessary for a successful project.

- The rental market is driven by a desire for a flexible life, maintenance-free living, and investing in other types of financial assets.
- Living in or near a downtown is appealing because of the time it affords by reducing commutes, as well as the cost savings that come with a car-free life. District Managers should be able to translate the annual cost of owning and operating an automobile into income available for a downtown home mortgage.

■ Trends in residential amenities include a greater focus on families, to both hold onto millennials and attract grandparents to downtowns. Trends in downtown residential development include large amenity spaces, boxing rings, children’s playrooms, and private/public partnerships for parks.

■ There are two types of amenities: social (fitness rooms, cooking classes, co-working spaces) and service (24-hour concierge, in-house package delivery, hotel-level housekeeping, dog walking, and event planning).

■ It is important to strike a balance with amenities so that residential buildings don’t become self-contained. This could ruin the vitality of the street and lead to “vertical suburbia.”

■ San Francisco requires 35% affordable housing in new development. Chicago requires 10%.

3.4

INNOVATION: MAPILLARY

Mapillary (www.mapillary.com) is a street-level imagery platform that uses computer vision to fix the world’s maps. Images from any device are combined into a visualization of the world that generates map data for improving maps, developing cities, and progressing the automotive industry. Mapillary’s tools enable anyone to collect, share, and use street-level images.

- Mapping data can increase a District’s role in planning for the future.
- Visualization of a District can assist in better decision making and provide up-to-date details.
- New technology provides easy-to-update mapping of infrastructure and amenities in the business district.



Day 1

Poster, reflecting the key takeaways from the first day of Learning Expedition, was drawn by **Alan Colyer**, Convention Centers Leader, Design Director, Principal, **Gensler** (www.gensler.com)

LEARNING EXPEDITION

CHICAGO



- TOKYO
- MOSCOW
- SAN FRANCISCO
- PARIS
- NEW YORK
- TORONTO
- MONTREAL

THE LOOP!



THE 3 TRUTHS...

THE YEAR OF...
OF...
FILL IN THE BLANK

'CULTURAL CAPITAL'...



THE NEXT BIG CHALLENGE

FUNDING STREAMS...
TAPPING INTO THE NEXT GEN
PREDICTIVE MODELING - ATTENDANCE...

SYNERGIES BETWEEN VENUES...
ALIGNMENT OF CONTENT?

ARTS IN THE NEIGHBORHOOD (WHERE TODAY'S FEEDS ART IN THE CBD... CREATES NEW LOVERS OF THE ARTS AT AN EARLY AGE...)
IMPACT ON CORPORATE RELOCATIONS INTO THE CBD...
* EVERY 5 YEARS
IMPACT RESEARCH DRIVES THE STORY OF SUCCESS... * MARKETING!
IMPACTS ON SERVICE INDUSTRY - HOTELS, RESTAURANTS, TAXIS

CORPORATE RELOCATIONS DRIVE DEMAND...
4,200 NEW UNITS THIS YEAR... ± 4.00/SF

MOSTLY 1s & 2s... FEWER FAMILIES!
→ AMENITIES
→ EXPECTATIONS
→ COMPETITION

RESIDENTIAL LIVING



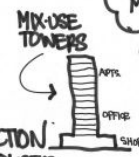
DIVERSITY OF CHOICES FOR FOOD, TRANSPORT, SERVICES FOSTERS DECISIONS ON WHERE TO LIVE...

MIX OF NEW CONSTRUCTION AND REPOSITIONED OLDER BUILDINGS...

65% OF DOWNTOWN RESIDENTS

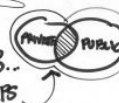
TREND → CO-LIVING APARTMENTS

VERTICAL SUBURBIA... MIX OF MARKET RATE AND AFFORDABLE HOUSING...
SEPARATE BERTHOOD COMMON AREAS



EMOTIONAL MEMORIES

ACTIVATING PRIVATE SPACES... - PPP PARTNERSHIPS



LITTLE GOAT



PUBLIC SPACES

RIVERS EDGE IDEAS LAB...



ACTIVATE...!

PARTNERSHIPS
• COMMUNITY
• LAND OWNERS
• CORPORATIONS
LITREK LONGER

MAPILLARY

WORKS WITH MULTIPLE EXISTING PLATFORMS

MULTIPLE TYPES OF IMAGES SOURCED:
• PHONE
• VIDEO
• CAMERA



'GROUND TRUTH' - CONSTANTLY UPDATED MAPPING

1M SOURCE PROVIDERS → 800M IMAGES



04

Day 2



Day 2

4.1

GLOBAL TOURISM STRATEGY

Increasing global tourism stimulates a boom in the construction of hotel rooms, the opening of food and beverage establishments, and

competition for these travelers' attention – and their wallets. As visitors become a bigger economic driver than ever, Districts must respond.



- The District's goal is to exceed the visitor, employee, investor, and tourist expectation. This requires constant refreshing of your District.
- Visitors come to your District for experiences – from art museums to mom and pop restaurants. Districts must be able to create memories.
- Critical elements to a positive experience include accessibility, transportation options, culture of the city, and the hotel experience.
- Key concerns for a hotelier are safety, handling, everyday construction, and alternative hotel options.
- Food has become more important than shopping, and parks and nature in your District are increasingly important amenities.
- Districts should engage influencers to authentically promote experiences.

4.2

CULINARY ARTS AND A LOCAL FOOD SCENE

Becoming an international foodie destination can attract visitors and investors. There are many things Districts can do to foster a robust local food scene.

great chances to succeed. Part of embracing talent is having schools that teach chefs. Another part of embracing talent is finding culinary stars in surrounding neighborhoods and looking for ways to bring them to your District.

- Shopping was the new theater. Today, dining is the new shopping.
- City/District identity can come from culinary experimentation. Districts must not become complacent but rather reach beyond and think outside the box.
- Districts that embrace culinary talent have

- Access to fresh ingredients, including being able to fly in fresh seafood daily, is key to culinary success.
- The rise of restaurant groups has increased the variety of restaurants, promoted new food categories, provided for more consistent delivery of food, and improved real estate leverage.

Day 2

4.3

O'HARE INTERNATIONAL AIRPORT EXPANSION

Convenient, modern, and efficient airports are paramount to the success of a global business district, so the City of Chicago has begun an \$8.5 billion expansion to O'Hare International Airport, adding 25 percent more gate capacity, modernizing existing terminals, improving the passenger experience, and building a brand new, world-class international terminal.

- Airports are public space, and they offer an opportunity to share the authentic nature of your city or district with visitors. The project architect for Chicago's O'Hare International Airport redevelopment is integrating symbolism, materials, and physical vernacular of Chicago into the new airport terminal.
- For many visitors, airports are the first and last moments in a city. The global traveler wants more space in the airport and a large selection of

amenities beyond higher quality food. Visitors expect more personal services and wellbeing opportunities.

- Most US airports were not built as hubs, but a new generation is being rebuilt in the country. Hub airports are typically attached to global business districts and drive jobs, investment, and opportunity.
- Airlines monitor local economic development activity including job creation or new local "in destination experiences" that can impact routes and number of flights. A robust global business district is dependent on a responsive and innovative international airport, and successful airports rely on their global business partners to inform routes, amenities, and opportunities.
- Airlines are striving for the superior passenger experience and compete on service and reliability.

4.4

INNOVATION: VAMONDE

While a District may be home to plenty of world-class events, connecting these events and experiences to people is more challenging than ever. Chicago-based VAMONDE (www.vamonde.com) is the Smart Tourism network for cities, empowering visitors and residents to learn, experience, and navigate any city. VAMONDE combines placemaking, wayfinding, storytelling, and analytics to connect the city and all its experiences with digitally savvy visitors through immersive content.

- Visitors to your District are digitally savvy urban explorers. They do not need and are not likely to carry paper maps, but instead see your District through their cell phones. It's important for Districts to embrace that fact and find ways to have a strong, mobile-friendly presence.
- Visitors are looking for authentic experiences that turn spaces to places and leave them with lasting memories. They want insider information, little-known facts, and tips that will make them feel like they're experiencing your District like a local.

Day 2

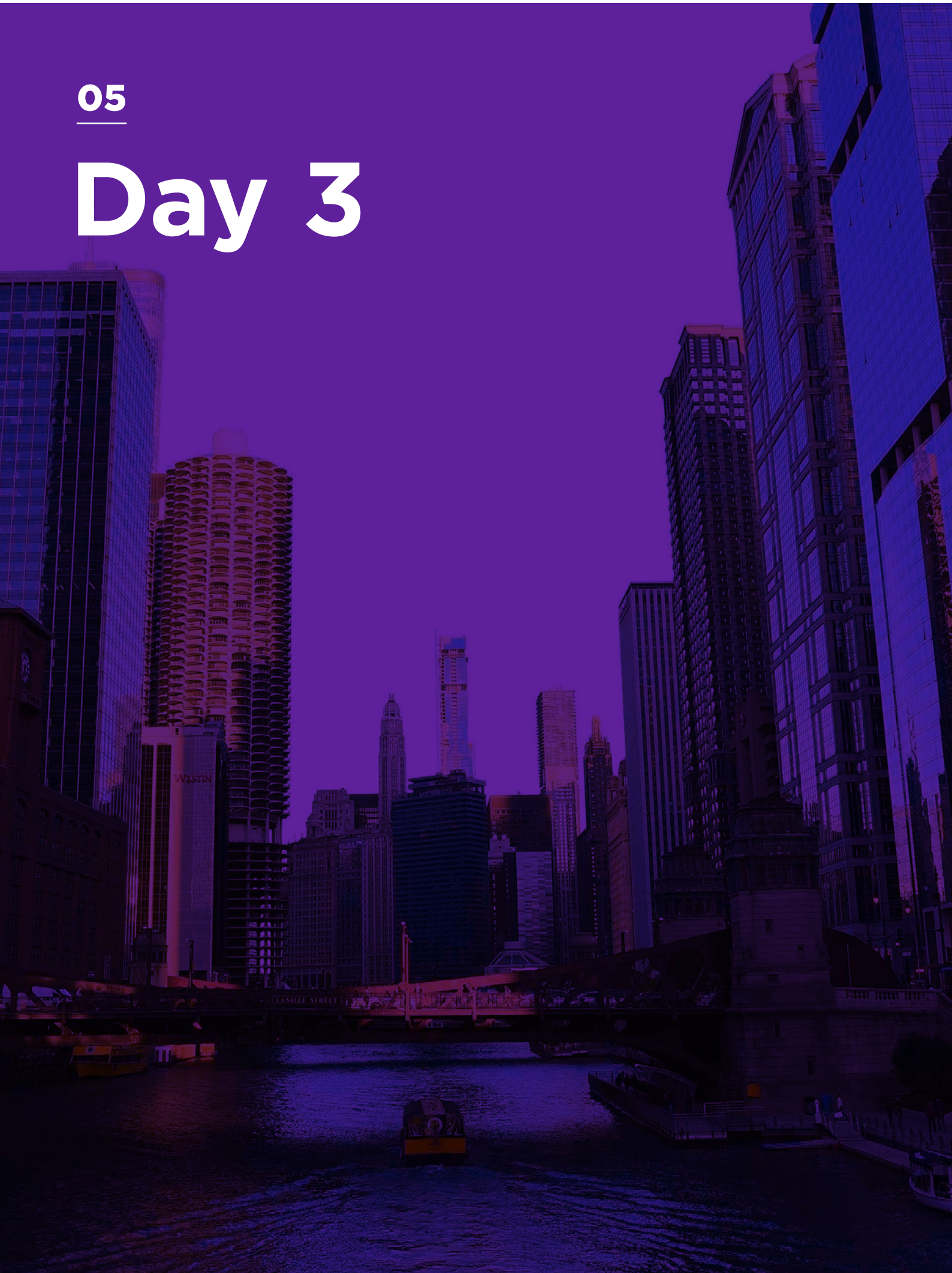
Poster, reflecting the key takeaways from the second day of Learning Expedition, was drawn by **Alan Colyer**, Convention Centers Leader, Design Director, Principal, **Gensler** (www.gensler.com)





05

Day 3



Day 3

5.1

LOCAL AND INTERNATIONAL BUSINESS RECRUITMENT

What does it take to compete for international and national companies? Districts must drive inclusive economic growth and job creation, capitalizing on things like location, connectivity, workforce, talent pool, tech and innovation sector, global reach, and diversified economy.

- Global business districts will continue to be the centers for ideas, knowledge, and innovation despite wars and trade setbacks because of skilled labor concentrations. Capable and highly educated workers are rewarded in global cities with high salaries and meaningful work, and are attracted to global cities. Because access to talent is so important, Districts are engaged in “talent wars.”
- Aging populations around the world reduce the availability of skilled and educated people. This is driving up the competition for talent world-wide.
- To attract local and international talent, Districts need to form partnerships with their universities and innovation incubators and become part of the process of graduating companies and proactively recruiting them to the Districts.
- A well educated workforce, diverse economy, and high percentage of foreign-born population can all feed the demand for skilled workers. These are all very helpful in attracting companies to a District, affecting corporate relocations and real estate investment decisions.
- In addition to being centers for skilled labor, global business districts rely on their connectivity to recruit business.
- Districts must invest in public space enhancements and beautifying their streets to better connect them to neighborhoods. It is essential for business district organizations to take care of the basics in the public realm. Clean, safe, snow removal, and beautification should be expanded to the whole District as the basis for a healthy Business District.
- Technology both allows and now requires us to carry our office with us. For global cities and the global worker, mobility and ease of connecting is critical. But Districts still need spaces for personal interactions, personal reflection, and quiet.
- Circulation is also critical for global business districts. Successful Districts enhance the circulation and facilitate the movement of goods, services, and ideas.
- It took a while for developers to realize, but locating offices out in the suburbs makes no sense because of the lack of public transportation. The ability to move around and get to and from the business district via air, train, auto, and foot is essential.
- But also, the technology and business district ethos to circulate ideas is critical.
- Districts must work with the local or regional economic development officers to recruit business. Part of this involves developing a clear, authentic, and consistent District narrative used by all, including the mayor’s office, economic development agencies, Districts, destination marketing organizations, chambers of commerce, and others. This narrative will accelerate the investment, recruitment, and attraction effort.

Day 3

5.2

OFFICE TRENDS TO ATTRACT AND RETAIN GLOBAL TALENT



Attracting and retaining talent is more important than ever in the success of a global business district. Employees expect more from an employer today, including office amenities, a culture of innovation and collaboration, and buy-in to the employer's brand and mission.

- Businesses used to choose space based on “location, location, location.” Now, businesses locate based on “talent, talent, talent.” Access to talent is crucial, and in order to lure talent, property owners must incorporate amenities in their buildings that affluent, skilled workers want, including things like rooftops, wellness centers, allowing pets, spaces to nap, free food, artist studios, authentic and high-end restaurants, etc.

- Property owners who incorporate these amenities can leverage higher rents. This is a new and frightening way for property managers, brokers, and owners to think about their buildings, so Districts must educate them, as well as promote buildings that have embraced this new thinking.

- The world is moving to a knowledge economy, and technology is being adopted faster. A good job is now the most important social value for people – beyond the perceived value of democracy, food, religion, and world peace. Districts that provide the opportunity for such jobs will be more attractive.

- Office design should reflect who or what a company is or represents as it becomes increasingly important for workers to identify with company brand, values, etc.

- Today's workers want to be less alone and prefer to collaborate, either in person or remotely. Office design is important in facilitating collaboration. A Gensler study noted that if people are near each other, the amount of collaboration is 95%. If people are not near each other, the amount of collaboration is 5%. With all that being said, it is also important for offices to have areas of quiet where employees are able to work alone. Co-working is a supplement for, not a replacement for, private offices.

- Shared workspace was a \$1.6 billion industry in 2010 and will be a \$150 billion industry in 2030. JLL and CBRE believe it will represent 30% of the commercial market by 2030.

- Even the largest employers are considering shared office space. Districts should encourage property owners to think differently and build space in their building for these work environments of the future; there will be new forms of shared work spaces such as pods on the sidewalks, shared space in restaurants, airports, and hotels.

- Districts should promote their freelancers and gig-economy workers – they are a source of talent for their office buildings.

Day 3

5.3

ATTRACTING STARTUPS TO A GLOBAL BUSINESS DISTRICT

Lower costs, a strong talent pool, and a spirit of digital innovation all play a part in attracting and retaining start-ups. Opportunities and challenges face traditional business districts to attract and grow the companies of tomorrow within their territory.

- Districts should support universities and tech incubators that nurture new ideas and companies into their local economy. Providing space for start-ups makes it more likely that they will stay within the District if and when their company takes off. Building a tech industry from local talent can eventually lead to recruiting larger, more established tech companies.

- Accenture matches Global 2000 companies (the largest 2,000 companies in the world) with local enterprise start-ups. Global business districts need to find ways to partner with these matchmakers to plant the seed, water them, and bring in the sunlight, so companies or ideas can grow.

- Increasingly big corporations are getting involved in the start-up ecosystem or have purchased small companies to solve an internal problem or capitalize on an opportunity.

- Districts need to have Pillar Companies: one or two compelling startup business success stories as a poster child to stimulate interest.

- Districts need intellectual capital, in the form of students, researchers, professors, and strong universities.

- Districts need human capital, in the form of engineers, marketers, architects, designers, software developers, etc.

- Districts need venture capital and angel investors.



- Districts need to have and promote values by creating inclusive, diverse sectors and looking for entrepreneurs in surrounding ethnic neighborhoods.

- Districts need mentors. There are many people just beyond the workforce years who would mentor new companies and share their knowledge.

- Global business districts may need to compete with other adjacent, emerging districts that can potentially offer what a central business district cannot, including walkability, food and beverage amenities, and lower rents.

Day 3

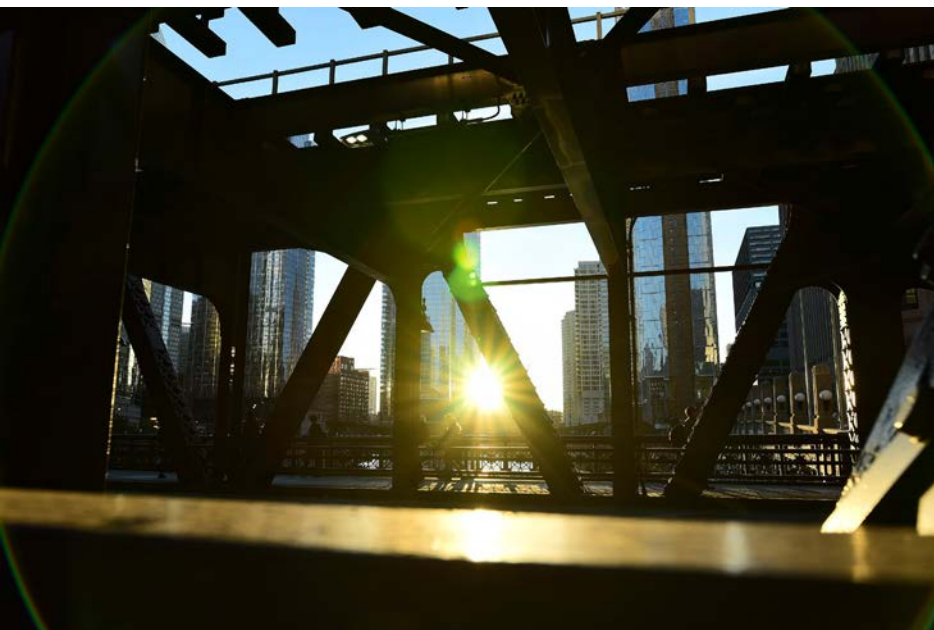
5.4

INNOVATION: OMNI ECOSYSTEMS

In order for a business district to thrive, its residents, workers, and visitors must consider it a healthy environment. One way to improve the health of those who spend time in your business district is to integrate nature into the existing built environment in innovative, cost-effective ways. Omni Ecosystems (www.omniecosystems.com) is a vertically-integrated green infrastructure company that develops new technologies, such as innovative soils, and employs a multi-dimensional approach to ecosystem design, implementation, and management.

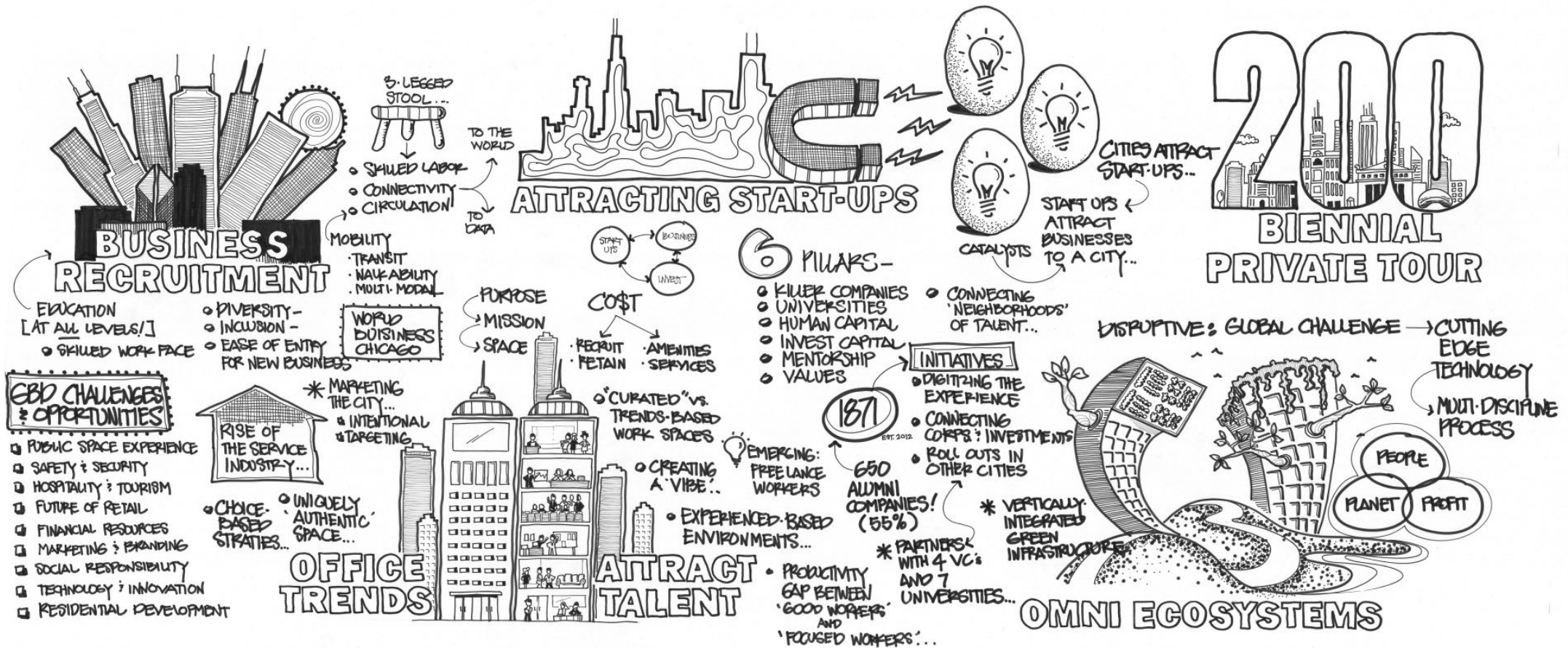
- OmniEcosystems' target is the confluence of profit, people, and planet. It is called the "triple bottom line" and drives the company's corporate decision-making.

- The company's success is built on a lightweight, highly absorbable soil that allows for an expanded array of working landscapes in urban areas. This is achieved through constant product improvement through ongoing research and development; scaling products to larger footprint applications and multiple projects; a workshop design studio to deliver interesting landscapes; construction to optimize the project impact for the client and the company; and ongoing stewardship of the landscapes.



Day 3

Poster, reflecting the key takeaways from the third day of Learning Expedition, was drawn by **Alan Colyer**, Convention Centers Leader, Design Director, Principal, **Gensler** (www.gensler.com)



06

Cases

The Learning Expedition participants' Placemaking projects, featured in this part, demonstrate the breadth of the field. They range across:

- the spectrum of physical size: from the painting of a single intersection to a district-wide activation and installation of the innovative forms of interaction;
- the spectrum of initiators: from private actors and non-profit organizations committed to improving the daily experience of its members to local public and cultural institution;
- the spectrum of permanence: from a daylong event to a long-strategy bricks-and-mortar development.

Each project showcases a unique relationship between global business districts and their social and economic environment. In each project there are lessons about process, community engagement, partnerships, funding and messaging which, we believe, could be useful for every recipient of this Report.



6.1

THE EAST CUT
 SAN FRANCISCO, CA, USA

www.theeastcut.org

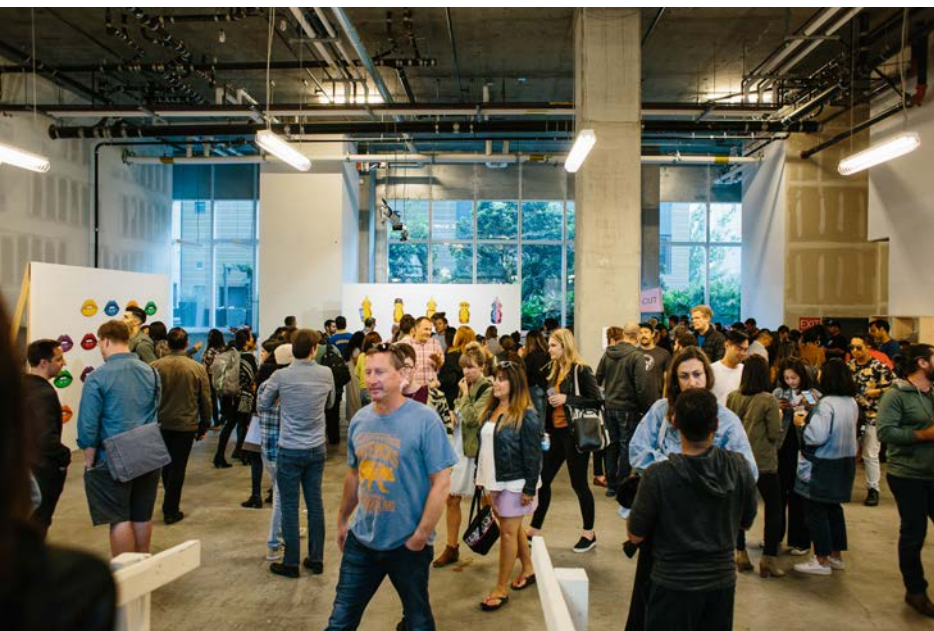
Proving district demand for evening and weekend “places” and testing the retail marketplace with interim programming

KEY TAKEAWAYS

- Vacant retail space can become effective and vital community-building space
- Holding regular events with little to no barriers for entry will create buzz and lead to greater turnout as activations continue
- Changing the activation type monthly (food, retail, performance) provides valuable data for what uses may work throughout the neighborhood

The East Cut Community Benefit District (CBD) is home to some of San Francisco’s newest high-rise buildings, providing condominiums for purchase, apartments for rent, commercial office space, and in almost all cases, ground floor retail space. But with brick-and-mortar retail currently in an economic lull, many of the new buildings in the district have ground

floor spaces that not only sit vacant, but have never even had a tenant. These new spaces are raw shells, devoid of any tenant improvement. Mixed in with these new spaces are the older buildings in the district that now have vacancies. As one-time tenants close shop, the vibrancy of the district is negatively impacted.



Requiring ground floor retail doesn't guarantee retail will take root, and The East Cut CBD saw an opportunity to test the potential of these spaces, originally built as a requirement for planning approvals. Starting in late 2017 and continuing through early 2019, The East Cut CBD activated two vacant retail spaces in the District, to not only see what types of activation might survive in these ground floor units, but also to provide desperately needed programming for a neighborhood with a surging residential population.

What are the ingredients The East Cut CBD started with? Art, music, drinks, and people.

The first space utilized was within the same building as The East Cut CBD offices at 160 Spear Street. The building was constructed in the early 1980's, however the ground-floor lobby and retail spaces had been remodeled at various times over the years. The current vacant space formerly housed a fast food Subway restaurant, and would soon be used by the building owner as a leasing office for a new residential tower, also within the District. The East Cut CBD secured an agreement with the building owner to host events in the space in the interim, rent-free. The space offered little in the way of amenities, there was no restroom or running water, and any remnants of the Subway restaurant had been torn out.

The East Cut CBD decided the best use would be to hold various events in the space centered on art. The first of which was to partner with Athen B. Gallery to produce a month-long gallery show of artist Heather Day's works. The artist and gallery were given free rein to paint the walls and set up the space as needed to accommodate the show. A program of talks with the artist as well as an opening night show were set to ensure regular activation in the evenings and weekends. When the show opened, over 800 people visited and all but one of Heather Day's pieces was purchased, grossing nearly \$175,000. The gallery stayed open for the remainder of the month with lectures and was open to the public to tour the art.

In December of 2017, the previous artist group had moved out, and The East Cut CBD looked for a different use. This time, a single night event was planned, and 15 artists were invited to create a light show with music and a bar. The evening saw over 150 people come through and showed that, although the building was not built to accommodate a club, the District could most likely support such a use.

To coincide with two of San Francisco's largest art fairs, The East Cut CBD again partnered with bay area gallerists to produce The East Cut Art Fair over three days in January 2018. This event was similar to the first activation with Heather Day, however this time four Bay Area galleries brought in and hung art from various artists represented by the galleries. Over 1,000 patrons visited throughout the long weekend activation. This was a far different use than the previous month's night club event, however it also showed that retail of this nature had a place in the District, as over \$100,000 worth of art was sold during the course of the fair.

In February 2018, The East Cut CBD hosted a party on Valentine's Day, providing a bar, flowers, and a photo booth where attendees could pose with live goats. The event was tremendously successful, with over 700 people attending throughout the evening. In this instance, the

event not only activated a vacant retail space and the neighborhood, but the CBD was also able to raise funds to go toward its core services of cleaning and safety.

The final event held at 160 Spear, prior to building management taking over, was an “Ask a Planner” lunchtime activation. This pop-up studio offered anyone an opportunity to walk in and discuss neighborhood development with staff from the San Francisco Planning Department. The “Ask a Planner” office hours may have seen the lowest attendance but focused on a niche topic and catered to making accessible City staff, whom are often viewed as remote and difficult to connect. Because there is a large amount of office space in The East Cut, the daytime population in the District is largely made up of workers; many of whom have lunch in their office, or spend little time out of the office. Ask a Planner invited these members of the community to engage in the district’s development, and from the perspective of the CBD, the program opened up City processes to feedback not always heard.

In all, the five events held at 160 Spear Street over six months provided key information to The East Cut CBD as well as building ownership. Even with an eclectic mix of artists and programs, the CBD demonstrated that with adequate promotion people would come to The East Cut and seek out art or a bar, and spend their time late into the evening.

After the 160 Spear Street space was no longer available, The East Cut CBD looked to continue the neighborhood activations, and turned to one of the newly constructed buildings in the District. One space that had been available for over a year was a 3,200 square foot ground floor space in the Solaire building, a 32-story apartment building that opened in 2016. The retail space, also known as 302 Folsom, had not had a tenant since the building opened, so the space was a cold shell, raw with no build-out completed. Like 160 Spear Street, this space did not have a restroom or running water, however, the

large floor area allowed for the CBD to accommodate almost any event.

From late 2017 to early 2019, The East Cut CBD held 16 events in 302 Folsom, including fundraisers, art shows, and civic events. Rather than hold events over an extended duration, the CBD instituted a “Third Fridays” structure, holding single night events on the third Friday of every month. The regularity of these events helped to establish a presence in the neighborhood and again showed that evening hours could be supported. As is often the case with developing neighborhoods, there is a lack of establishments that support evening and weekend hours due to the office space typically coming online first. Now that The East Cut neighborhood had a healthy residential population, the need for businesses that catered to evening and weekend crowds increased.

Like the arrangement for 160 Spear Street, The East Cut CBD was able to secure an agreement from the property ownership and management at 302 Folsom to hold events in the space for little to no fee. This was especially beneficial to the CBD for holding fundraising events. On three separate occasions, The East Cut CBD hosted separate occasions, The East Cut CBD hosted artist happy hours that were intended to raise funds - not only for the CBD, but also for charities. Funds were raised for Northern California wildfire victims as well as a non-profit addressing sea-level rise due to climate change. One of the most successful events of the three was a partnership with a well-known San Francisco artist named fnnch. The artist donated all the beverages that were sold at the event. Because of fnnch’s notoriety in San Francisco, the event had over 800 in attendance. This showed that not only was having a proper space crucial to the activation, but the chosen artist could make a drastic impact.

For the civic events, The East Cut CBD once again partnered with the San Francisco Planning Department to hold a happy hour which doubled as a public meeting to gain insight from neighbors on the CBD’s developing Street Life Plan.



The overall goal of the Street Life Plan was to provide a framework for future activations and placemaking in the neighborhood, and the artist happy hour was a perfect venue to capitalize on the typically large attendance, especially given that government-hosted public meetings are poorly attended.

Other events held at 302 Folsom mainly centered around curated art shows, a month-long working studio for an artist, similar to what was held at 160 Spear Street, and a repeat of the 2017 Valentine’s Day event in both 2018 and 2019. These events averaged over 200 per month and achieved the goal of providing neighborhood activation where there previously was none.

The lessons learned from holding these events and activating these vacant spaces were numerous, and conditions needed to line up for it to be successful. One of the more critical items was the temporary lease agreements with the property owners. Because formal term leases were not executed (with the exception of insurance requirements), it allowed the GBD to have flexibility with little oversight as to how the spaces were used. In fact, many times the property management teams encouraged The East Cut CBD to test ideas that they could not.

Because there was no monthly rent, the CBD was able to fundraise from sales at the bar, with most of the alcohol being donated. In order to increase attendance at the events, none of them were ticketed which also supported the artists, as patrons were more likely to purchase art. Another tactic to increase attendance and improve the experience for patrons was to offer one drink free, or at a discounted rate.

The overall goal of the entire program was to demonstrate the possibilities and demand for activation in the neighborhood, while also providing programming for residents and those who came to the neighborhood after work hours.

Along the way, the ownership at 302 Folsom made it clear that they were only interested in leasing to uses such as a dog spa or a bank, so the CBD’s activations did not necessarily line up with their marketing of the space. However, the events that were held gave insight into what could be successful in the neighborhood. The East Cut CBD determined that no matter the proposed ground floor use, retail – if made “sticky” with reasons to linger and socialize past 6:00pm – could provide a fun environment for patrons.

Essential to a great urban environment is an active ground floor, and the best ground floors create opportunities for civic life – commerce, creativity, culture, and community. The current planning for this neighborhood accounts for creation of these great spaces. But planning alone is not a guarantee that vibrant ground floors and sidewalks will come to life. This fine-grain work is best done at the community level, and these events were most successful when people showed up, which made The East Cut feel like a true neighborhood.



6.2

CHICAGO LOOP ALLIANCE

CHICAGO, USA

www.loopchicago.com

Leveraging public art as a tool for community building

KEY TAKEAWAYS

- In creating a place reactive public art program, it's best to engage with the local artist community to amplify their voices and the reach of their work. Artists should be compensated for their work and given creative freedom within the parameters of the program.
- Public art has the potential to shift people's opinion of a downtown space. Using public art to bring people's attention to architectural aspects of your downtown district that may be viewed as not worth looking hard at is a great way for art and place to interact.
- Your organization must be a capable translator between the artists who can create engaging spaces and the business community who may not understand the benefit to their company.

The Loop is the second largest commercial business district in the U.S. after Midtown Manhattan in New York City. In 2014, facing the reality that workers left the Loop after their nine to five jobs, Chicago Loop Alliance sought to

disrupt this trend. From discussions with different Loop stakeholders, Chicago Loop Alliance's Placemaking Committee brought forth the idea to use public art in underutilized public spaces, such as alleys, to reclaim space for people and

create an engaging draw for Loop workers and Chicago residents alike.

Chicago's alleys were identified as a space of opportunity; they are "working alleys" large enough to house loading docks, trash, and recycling, as well as to be used as throughways. This provided an unconventional architectural space to bring Chicagoans together, while presenting challenges in creating programming that would effectively close-down the space to businesses who use it daily.

Chicago Loop Alliance piloted an "Alley Activation" in the fall of 2013. Chicago Loop Alliance worked with local artists to produce a small pop-up event in an alley in the Loop. The event brought crowds together to experience visual and performance art that sought to challenge Chicago residents' perception of urban space, furthering the idea of what a managed space can become.

Following the success in 2013, the program was officially named ACTIVATE in 2014. By 2016, each season had an overarching theme, with each ACTIVATE interpreting a subtheme chosen by the event's curator. In 2016 ACTIVATE explored The Five Senses; 2017 looked at The Alley-ness of Alleys; 2018 focused on (Evo)lution; and 2019 celebrated "The Year of Chicago Theatre" with the theme Backstage.

Today, ACTIVATE is a free series of pop-up celebrations of public art produced for the residents of Chicago. Walking into an ACTIVATE, you will pass through an entrance portal which hides the alley from the street. Once you move through the portal, the alley opens up in front of you. The space is full of art and performers: drag queens, muralists, make-up artists, comedians, rappers, drum lines, and countless more. Aside from the artists and performers, there are interactive installations that invite participants to take part in the shaping of the event; you may see an older woman in a suit and a young person in ripped jeans playing with shadow puppets on a projector or see crowds of strangers coloring

together on a wall painted with dancing shark cartoons.

ACTIVATE's success mirrors a turn toward a larger appreciation of public art in urban spaces. Since the 1980s, many cities in the United States pushed back against the graffiti movements that were primarily taking place in the largest urban areas. Many saw graffiti as a marker of urban decay and of a space more prone to crime. In 1992, Chicago banned the sale of spray paint and other art materials, with the aim of lessening the graffiti in the city. Looking throughout the city now, it is evident this approach didn't work; it simply made some forms of art illegal.

In the past few decades, cities in the United States have started to embrace murals and other public works that would have been defined as graffiti in years prior. Muralists and other artists who had been shut out of the conversation as to what public spaces should look like are starting to be appreciated for the vibrancy they bring to a city.

ACTIVATE gives space for these artists to create, a space where they are invited to voice their opinion in the conversation about what public space should look like and who it should be for.

A SPACE FOR ALL

The Loop is a hub for work in Chicago. It is positioned between the North and South sides, with all of the city's train lines running through it. "It is home to about 30 percent of all private sector jobs in Chicago, and more than 30,000 public sector employees," according to State of the Chicago Loop 2018 Economic Profile. Keeping this diverse group of workers downtown after their day is done requires engaging programming that makes clear it is designed for them.

Within the five hours each ACTIVATE runs, an attendee could see up to 30 different performances ranging from music to poetry to comedy and interact with 10 or more art installations. The diversity both in activities and in the



artists creating them is key to creating an event that is attractive to people from every corner of Chicago.

Traditionally, art spaces in downtowns were for wealthy, white crowds to come to galleries and appreciate and purchase art for their collection. At **ACTIVATE** the art is made and performed by people who represent the diversity of Chicago’s creators. Curators and artists are selected specifically because they embody this diversity. Walking by an **ACTIVATE**, a Loop worker is more likely to explore what is happening in the alley if they hear music they would hear in their neighborhood; if they see a muralist who looks like them painting on a wall; or if they see specific kinds of art that relates to their identity. After our event celebrating Chicago’s Drag scene, a participant said, “the Queer Community doesn’t always feel welcome in the Loop, but this event changed that for me today.” When people see themselves represented by the art and artists at **ACTIVATE**, it becomes clear this is their space just as much as anyone else’s.

This creates a specific feeling at **ACTIVATE**—a feeling that you are walking into a space where people are warm and welcoming, a feeling of openness and community.

A SENSE OF PLACE

As a worker in the Loop, one walks through the streets to the point of complacency with the sights of the buildings and alleys one passes through daily. **ACTIVATE** seeks to highlight what may fall to the background. In every space that the event is held, Chicago Loop Alliance asks the curators to transform it while bringing attention to the space itself.

Throughout the Loop, there is a maze of lower level streets that connect highways and service roads. At the first event of 2019, the alley was at the level of the underground streets but didn’t have an upper street covering it. On all sides, the alley is abutted by large hotels that reach up to the sky. Throughout the event, artists painted four 40-foot murals to stretch up the buildings, turning the blank walls into a permanent art gallery hidden behind each building.

This past September, **ACTIVATE** was held in an alley with fire escapes looming overhead for almost the full length of the space. Chicago Loop Alliance worked with the curators to create a canopy of lighting elements that both closed in the gaps between the fire escapes and brought attendees’ attention overhead to appreciate the unique architecture of the alley.

Using elements of the art of **ACTIVATE**, Chicago Loop Alliance invites participants to see public space anew. While each **ACTIVATE** only exists for five hours, the memories that each attendee creates at the event will live on. Walking from the train to their office the next day, a Loop worker who went to **ACTIVATE** the night before, may pass through the alley and look toward where the stage was, or where they saw a marching band cut through the crowd, or to the fire escapes, and think of the ways the space was reimagined just hours earlier. They may take their experience at **ACTIVATE** and come to see the spaces of the Loop more as possibilities for art and community. Similarly, a Loop worker who did not attend **ACTIVATE** could be passing through that same alley the



next morning and see a giant mural that seemingly has appeared overnight. This piece of art serves to beautify the space and can make the worker’s walk more enjoyable. Bringing more public art into the Loop shows how it is a neighborhood created by and for its community members.

TRANSLATION BETWEEN WORLDS

Public art and community in the Loop sound wonderful, but what if you are one of the businesses that use Chicago’s “working alleys?” What if you’re a retailer that needs to replace merchandise; a hotel in need of fresh linens; a university whose food deliveries feed thousands? How does one make the case to these stakeholders that public art—and, more specifically, ACTIVATE—is beneficial to the Loop and their business?

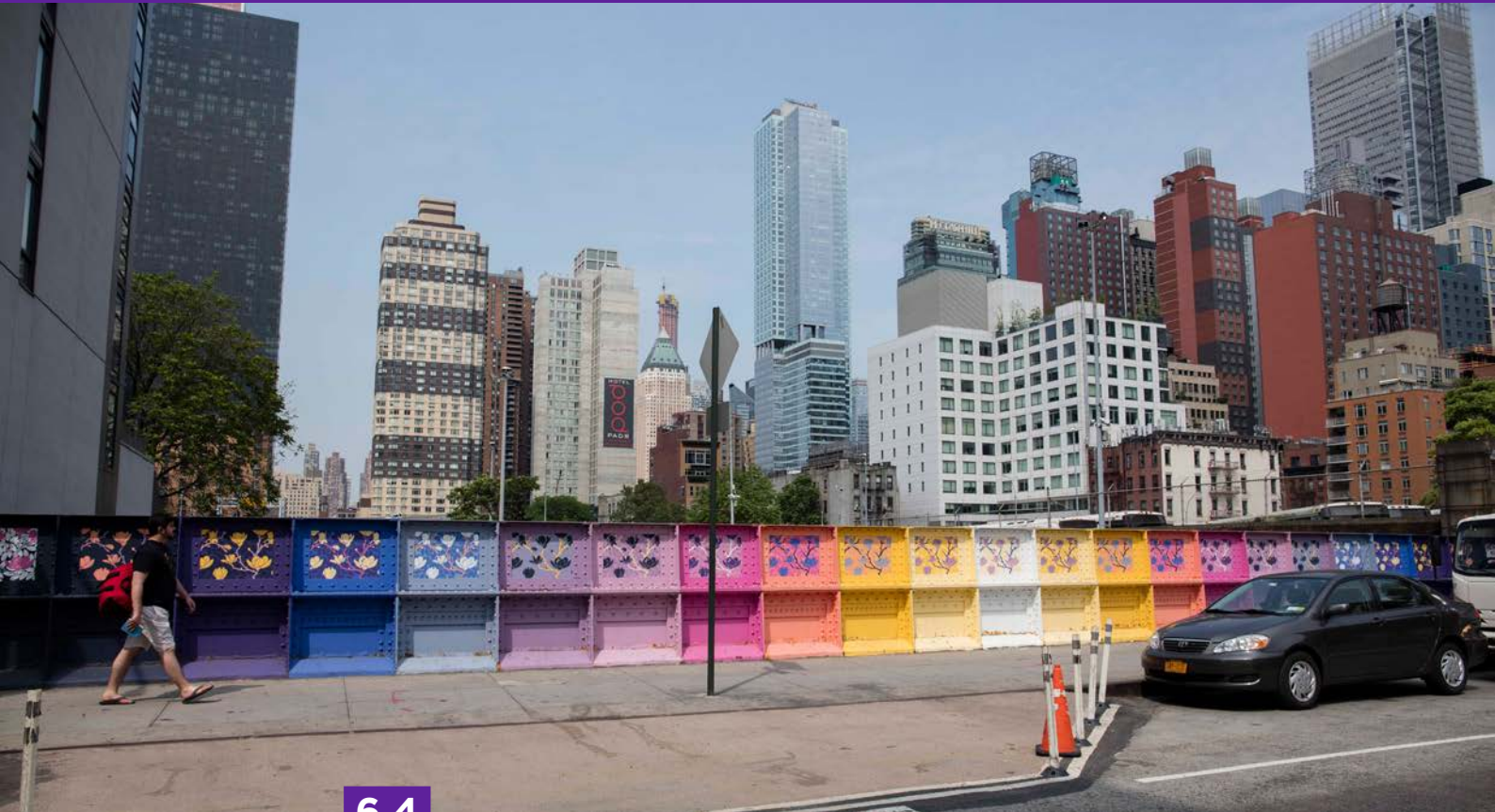
Kalindi Parikh, Chicago Loop Alliance’s Director of Planning, and Ian Zeitlin, Chicago Loop Alliance’s Public Space Manager, are tasked with this job in every alley where ACTIVATE takes place. It’s their job to translate the benefit of public art and ACTIVATE specifically to each property manager, building engineer, director of operations, and many other positions. There are a few tools Chicago Loop Alliance has cultivated that help in this translation: Chicago Loop Alliance’s *Arts in the Loop* Economic Impact Study as well as extensive surveying of ACTIVATE guests. With the *Arts*

in the Loop Economic Impact Study estimating the total value of outdoor, free art in the Loop at \$257 million per year and ACTIVATE surveys showing a \$3.1 million cumulative economic impact since the series’ conception, there is a clear monetary value that public art and programming brings to a neighborhood.

However, when talking with business owners, it is always important to mention what the catalyst for ACTIVATE was: to keep people in the Loop past five o’clock. ACTIVATE grew past its initial goal and began bringing people from the outside neighborhoods of Chicago into the Loop, specifically for ACTIVATE. Explaining this to a business owner shows them having an ACTIVATE event near their business will not only increase the number of potential customers, but also build the Loop community, creating a vision of the Loop as a more exciting place. In a survey of 2019 participants, 85% reported a positive shift in their outlook on the Loop.

CONCLUSION AND IMPACT

Chicago Loop Alliance works to ensure that the spirit of ACTIVATE continues in ways that engage more and more of the Chicago community. In 2019, attendees represented 74 unique Chicagoland zip codes with 98% saying they would return. Chicago Loop Alliance contracted 117 different artists and created seven permanent murals.



6.4

HUDSON YARDS HELL'S KITCHEN ALLIANCE (HYHK)

NEW YORK, USA

www.hyhkalliance.org

Turning bleak and industrial streetscape into subtle celebration of color and commonality

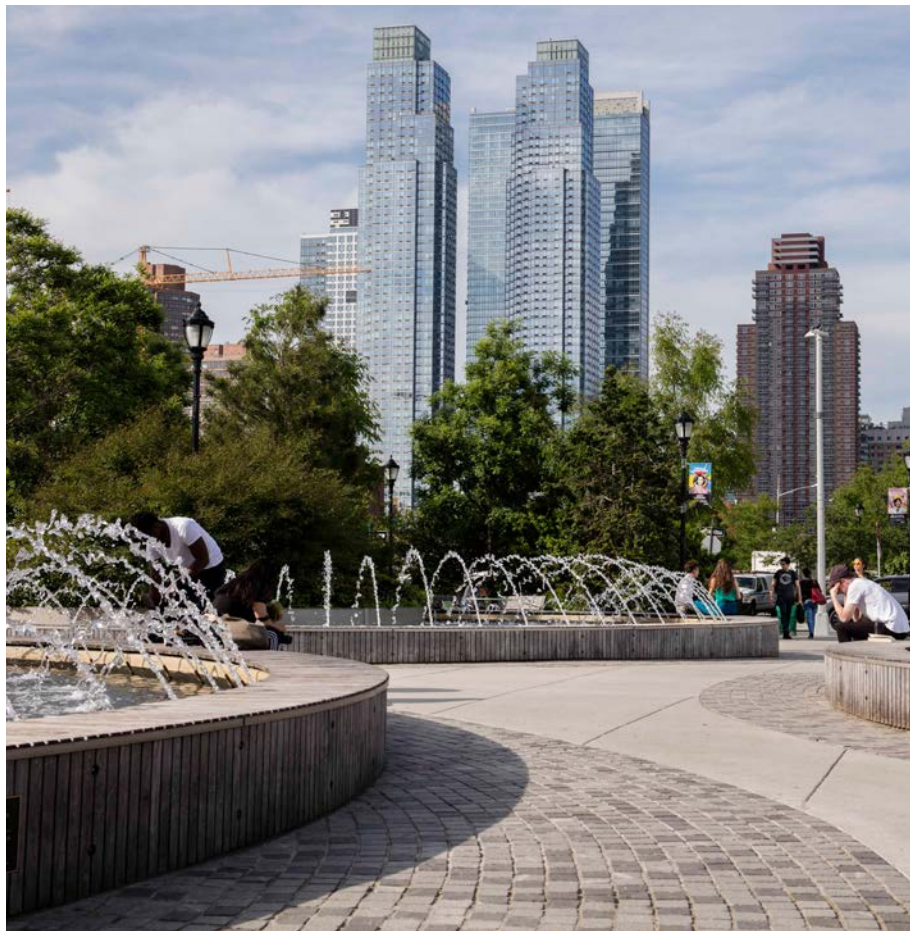
KEY TAKEAWAYS

- Do everything as a pilot first and then it will soon be the permanent
- Find partners - agencies, developers, community groups...
- Be patient. Rome wasn't built in a day nor will you build your district any quicker

Traveling west in mid-town Manhattan through Hell's Kitchen and towards Hudson Yards requires traversing past the streets and lanes that lead to the Lincoln Tunnel and numerous portions owned by the Port Authority of New York and New Jersey (PANYNJ). The walk can be bleak and industrial. Consequently, part of HYHK's streetscape study was looking at ways

to improve and beautify the side streets that connect the district's eastern portion (Ninth Avenue) to its western portion (Eleventh Avenue).

We began implementation of the streetscape study by agreeing to take over and beautify two open spaces (the Canoe and the Triangle), three pocket parks (Alice's Garden, Bob's Park, and



Teresa’s Park), and two very small open spaces we call “plazitas”.

The Canoe was refurbished by HYHK from a former midtown parking lot sidewalk. Now, it has transformed from a sidewalk with a few extra trees into a pedestrian oasis. Design Wild designed the space’s plantings and Quadrum Global, owner of the Arlo Hotel brand, donated money for HYHK to contract out the work. The space is shaped like a canoe, hence the name.

We then moved on and planted and installed over 45 planters. The planters were part of a series of pedestrian improvements along West 37th Street and West 39th Street between Ninth and Tenth Avenues. To create safer pedestrian crossings at some key intersections, the BID installed three neckdowns, a mid-block crossing and a first of its kind combination neckdown/street seat. Working together with NYC Department of Transportation (DOT), a local property owner and board member named Clinton Housing Development Company, the BID created a streetscape along West 37th Street that is active, green and safe. This pilot

project was a great success and the BID will continue to install more neckdowns, street seats and mid-block crossings throughout the district.

Additional improvements are planned for a one block portion of the sidewalk along Tenth Avenue between West 37th and West 38th Streets. New tree pits and planters are planned to be installed in the midblock along both sides of the street. This project will bring greenery and the BID’s signature planters to a large, empty block on the west side of the district.

HYHK worked as a community partner with NYC DOT Art for a new mural that now adorns a NYC DOT bridge on West 36th Street, between Tenth and Eleventh Avenues. We also proudly partnered twice now with Tishman Speyer Properties on two commissioned street murals on PANYNJ bridges. And we’ve used grant money from the PANYNJ to paint murals on three more bridges and more are planned. These pieces are a subtle celebration of color and commonality drawing tourists and locals to their vibrant panels.



6.5

MIBC MOSCOW CITY MOSCOW, RUSSIA

www.citymoscow.ru

Boosting cultural activities to foster an interactive community experience and the sociocultural potential of the district



KEY TAKEAWAYS

- Develop community experience. We manage the observation deck of the Empire business high-rise as a community platform where the residents and the guests of the district can interact
- By merging the educational and entertainment activities, we expand the sociocultural potential of the district
- When programming the exhibition content, we create multi-faceted engagements with the community – from sculptures welcoming the visitor in the lobby, to professional lectures and DIY workshops – that contribute to the strategy of long-term relationships

The recognizable skyline of Moscow City skyscrapers has become a popular city landmark. From transport infrastructure to the cultural environment, the business district of Moscow City comprises the vision of a multifunctional

urban complex tailored for business and life. One of the key placemaking projects brought to foster cultural and community experience in the district is the Moscow City Museum.



The Moscow City Museum is the only museum tracing the history and theory of high-rise construction in Moscow. It was founded by the property management company of the district – PJSC CITY – in collaboration with the Museum of Moscow. Since 2017, the Moscow City Museum has served as a multifunctional cultural space and offers the best panoramic views. Located on the 58th floor of the Empire business high-rise, it operates as an exhibition space and an observation deck with 10,000 visitors monthly.

The exposition displays the 25-year history of the district, located 4 km from the Kremlin, within the area of the former industrial zone, and turned into an international business quarter at the beginning of the 2000s. Visitors learn about the legends of the Russian architectural avant-garde, the history of Moscow City skyscrapers, five of which are in the TOP-10 tallest buildings in Europe, and the innovative aspects of high-rise construction at the turn of the 21st century. In addition to the venue exhibition, the museum offers weekly thematic tours around Moscow City, organized by professional guides, privy to all of Moscow’s secrets.

In August, the museum launched a multi-faceted exhibition “Dreams of Flight” that showcased the unique viewpoints of artists, engineers, and architects on the flight theme. The exhibition combined public art, kinetic sculpture and VR, and took place in multiple locations around the district of Moscow City. The launch of the exhibition began with the “Origami” sculpture (artist Maksim Ksuta) installed near the Empire’s summer lobby. A large-scale paper airplane made of steel served as a symbol of both a children’s game and of man’s constant desire for new heights.

Entering the Empire, the visitor was greeted by the “Ikarushka” kinetic sculpture (architect Vasiliy Shchetinin) – a constructible model of a man in flight – that later kicked off a discussion about freedom and future at the museum space and initiated a series of lectures given by leading urban professionals including Barcelona’s former chief architect, Vicente Guallart.

Annually the museum hosts night visitors who come to experience festive fireworks in honor of Moscow’s birthday. Soaring over Moscow, they rise above the city and take advantage of both panoramic and VR-flight over Moscow and Moscow City’s skyscraper island.

The educational program of the museum offers experiences for people of all ages. Last October, the Moscow City Museum greeted a new class of children’s architectural Studio CityPlay. The Studio is designed for children from 6 to 12 years who are eager to learn about architecture and practices of urban planning and design. Held at the site of the museum, classes are staged as a creative experiment, complement the children’s quest program and are designed to include even younger age groups. In addition, the museum welcomes the annual historical Olympiad dedicated to the theme of museums, parks and manors and patronized by the Moscow Department of Education and Culture.

Creating a friendly and an interactive place to visit, the Moscow City Museum has proved to play a pivotal role in making community cultural engagements vital. The Moscow City Museum performs as an innovative element of the district’s placemaking strategy and a point of the residential and touristic attraction.



6.6

PARIS LA DÉFENSE

PARIS, FRANCE

www.parisladefense.com

Transforming the global business district economic and urban environment



KEY TAKEAWAYS

- Create a social wellbeing and economic diversity on the global business district territory
- Revolutionize business lines through artificial intelligence
- Set in motion a sustainable transformation focused on innovation

Paris La Défense brings together highly diverse profiles: visitors, residents, the corporations’ employees, employees of small and employees of start-ups. In one sentence, Paris La Défense is a heart of a sustainable community which include the defining features of a healthy climate and environment, social wellbeing, and economic diversity and security.

The role of the Paris La Défense is placemaking activities to capitalize on a local community’s

assets, inspiration, business and social opportunities with the intention of creating spaces that promote people’s well-being, and the innovation spirit.

By creating an innovative structure dedicated to start-up companies – start-up accelerator S’lab – Paris La Défense is pursuing an overarching goal: transform all its entities to transform the business district itself. Centered around start-up companies in Paris La Défense, S’lab works to



facilitate relations with these companies whose way of working is very different from our own. To transform Paris La Défense, it is essential to provide guidance to individuals within the company. We saw the need to embrace and integrate new and different working methods. By welcoming start-ups into our offices and our teams, we sparked informal exchanges and brought business district users face to face with a new vision of business: more agile, data-driven and 100% focused on the end client. By adopting products developed by these start-ups, we created valuable synergies: employees can obtain advice regarding the subjects addressed, while start-ups have access to a pool of users from which to elicit feedback and carry out any number of tests.

Today, there are six start-ups in S'lab of Paris La Défense. Each one, by its very presence, represents a unique and beneficial contribution for employees. For instance, we have Mailoop, with expertise in the fields of email and disconnection at work; Mobiliwork, offering a professional mobility solution; Bazimo, the real estate management data portfolio; Comeet, promoting connections among employees; and Urbest, a collaborative task-management platform.

The transformation of the territory has a direct impact on the business district, as it is much easier for these start-ups to approach the major companies in Paris La Défense, which make up

their prospective clientele. We also highlight these structures through in-house and external events. Today, our community is more aware of the issues affecting start-ups and enjoy greater innovation insight.

S'lab's missions also include addressing issues. Paris La Défense thus decided to experiment with the start-up XXII, a French company specializing in artificial intelligence and established on its territory. For use cases concerning security and understanding of visitor flow in the district, the company was able to apply its AI algorithms to sensors/cameras operated by Paris La Défense. Using computer vision for problem solving seemed promising. Once sensors/cameras are installed and connected, a great number of use cases can be addressed simply by increasing computing capacity.

This initiative represents an operational challenge, since the companies in question are not used to working with local public institutions compelled to abide by strict security requirements. But above all, it raises legal issues, as we are the first local public institutions in France with a plan to apply AI to video streams in public spaces. It is indispensable for us to comply with the law, promoting a perfectly safe environment while respecting privacy and data anonymity. By working together with all competent authorities in France and Europe, we are able to imagine the global district of tomorrow while asserting innovative technologies in management of public areas.

Thanks to its adoption of highly innovative and disruptive technologies, Paris La Défense is developing the expertise necessary to collaborate with the major corporations present on the pedestrian platform, to meet the significant challenges in the field of local management. This expertise lends itself in particular to metropolitan development plans intended to create efficiently managed Smart Cities. XXII has also joined S'lab, and this proximity offers the start-up closer ties to the teams working on these subjects and creates the opportunity to



work together on R&D projects. Indeed, Paris La Défense is not a client for XXII, but a partner providing the resources needed to accelerate the growth of this strategic start-up.

Finally, major companies are central to the DNA of global business districts like ours. We have thus chosen to unite them in a cluster, the La Défense Innovators' Club. The goal of this ambitious project is to bring together the innovation teams of the local community representatives, creating links while allowing them to explore hotspots of innovation in the area and contribute to open innovation. At the same time, we have incorporated actors from varied backgrounds to help design the global business district of tomorrow.

The other independent incubators and accelerators make it possible to create a vision of the future and of open innovation; they can share their years of experience running cross-cutting innovation projects, especially as most work with top companies and offer pointed insight into their needs. Co-working spaces also regularly engage with many different innovators. Top French and international companies help design the physical aspect of relationships and dialogue within these structures, while incorporating the notions of space and meetings to serve innovation.

A core group has already been formed through the organization of several themed events featuring experts in the fields of real estate, human resources and banking. These innovators recommend initiatives for the district and jointly monitor its start-ups. Fundamental issues for major companies are identified and discussed. The S'lab Network is the open innovation platform for Europe's premier business district.

The Paris La Défense territory is undergoing a threefold transformation: revolutionizing habits and processes, changing the way everyday issues are addressed, and finally forging dynamic links with local community. This renewal is imparting new energy to the district and its users, setting in motion a sustainable transformation focused on innovation.



6.7

UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

SAN FRANCISCO, USA

www.visitunionsquaresf.com

Promoting the experience of the pedestrian

KEY TAKEAWAYS

- Create vibrant public spaces
- Develop both temporary and long-term solutions to add vitality to the public realm
- Incorporate sustainable thinking

Over the past 15 years, urban centers across the world have radically changed their approach to the public realm. City governments have moved from strict, regulated approaches to streetscapes to nimble, innovative solutions that make the streets as much about pedestrians as cars. San Francisco is one of the leaders in this approach, as seen in the Pavement to Parks program, the emerging Plaza program, and many street- and neighborhood-specific public realm planning efforts.

The Union Square District, with its heavy traffic, transit, and pedestrian use, is one of the more recent districts to become the focus of these programs. The Streetscapes Committee of the BID has taken to heart the concept of promoting the experience of the pedestrian. Through active interventions developed by the Committee, such as the Powell Street Promenade and the Winter Walk, the Committee has begun the process of reinventing the public realm of the district.



Major principles guiding public realm improvements in the Union Square district include:

- Creating inviting streetscapes that encourage walking
- Treating sidewalks as episodic experiences with places to flow and places to pull out of the flow and watch the world go by
- Balancing the experience of the car and the pedestrian by removing parking where possible to expand pedestrian zones
- Increasing opportunities for businesses to engage with the public realm, such as by enabling outdoor dining adjacent to restaurants
- Making the city a place for the unexpected—pop up events, vendors, plazas, music and art—to encourage people to move beyond their usual path to explore the city
- Promoting multiple forms of moving about, including public transit, bicycle routes, and walking
- Beautifying the public realm and establishing district identity through unified approaches to pavement, street furniture, lighting, trees and planting, and other street design elements

The Committee has endorsed these principles and developed a strategy to holistically look at the district for opportunities to develop both temporary and long-term solutions to add vitality to the public realm. Typically, improvements begin with inexpensive temporary pilot projects to test solutions before making long-term or permanent changes.

07

Appreciation

We would like to thank Chicago Loop Alliance – the event’s host – participants, speakers and partners of the GBD Innovation Club Learning Expedition who helped to make our adventure possible.

