

SHAPING THE FUTURE *of* SAN DIEGO'S PUBLIC SPACES *through* PLACEMAKING

SEPTEMBER 2017

*Growth means managing complexity that you
don't simplify. Cities generate complexity*

Richard Sennett

TABLE OF CONTENTS

CHAPTER I	INTRODUCTION		CHAPTER V	MULTI- USE DESTINATIONS	53
	About This Report	5		Qualities	54
	A Call to Action	7		Granville Island	56
	Goals	8		Pike Place	58
	What is Placemaking?	9		Aker Brygge	60
	Power of Ten	10		V & A Waterfront	
	What Makes a Great Place?	11		Pike Place	
				Tivoli	
CHAPTER II	WATERFRONTS	13	CHAPTER IV	STREETS	63
	Qualities	16		Qualities	64
	San Francisco	20		Market Square	66
	Stockholm	22		Rue de Buci	67
	Venice	24		Santana Row	68
	Paris	26		San Telmo	69
	Promenades	28	CHAPTER V	MAKING IT HAPPEN: LQC	71
	Piers	32		Qualities	73
	Esplanades	34		Paris Along the Seine	74
	SQUARES	38		Perth Cultural Center	78
	Qualities	39		Campus Martius in Detroit	80
	Federation Square	44		Restaurants & Kiosks	82
	Bryant Park	45		Water-related Activities	83
	Jardin Plaza Hidalgo	46			
	Campus Martius	47			

BALBOA PARK

MARTIME
MUSEUM

HARBOR DRIVE

NORTH
EMBARCADERO

WATERFRONT
PARK

DOWNTOWN

BROADWAY
PIER

BROADWAY

USS MIDWAY
MUSEUM

HORTON
PLAZA

PARK BOULEVARD

FIFTH AVENUE

GASLAMP
QUARTER

MARINA

J STREET

FAULT LINE
PARK

SEAPORT
VILLAGE

EMBARCADERO
MARINA PARK

MLK PROMENADE

About This Report

This report is to assist The Downtown San Diego Partnership in developing a short term, “Lighter, Quicker, Cheaper” strategy for activating four key public spaces within the urban core of San Diego. Using these four locations (Horton Plaza Park, Fault Line Park, Seaport Village, and North Embarcadero) as demonstration sites, we recommend a different approach to the planning and management of public spaces in the City that we hope will be an example for the development of other public places in San Diego. We also hope to show how these important public assets could put San Diego on a new and different track towards becoming a world-class urban, waterfront destination.

“

We don't have a welfare problem, ... an environmental problem, a crime problem, a climatic change problem, a population problem or an economic problem. And we don't have an educational problem. They are symptoms not disease. At the bottom, we have an institutional problem, and until we properly diagnose and deal with it, all societal problems will get progressively worse. There is simply no way to govern the diversity and complexity of twenty-first century society ...with separatist, specialist, mechanistic, seventeenth-century concepts of organization.

Dee Hock, the Founder and CEO Emeritus, of VISA (the VISA Card Company) October 16, 1998



The Bassin de la Villette, Paris, France

A Call to Action

Cities are entering a new era. A time of soul-searching within cities has begun, as we define what future they can have. Rather than sticking to the outdated model of a city; one that is auto-centric and characterized by only a few iconic buildings, we can make cities about people and place. But this will require a broad-scale shift in thinking, breaking the mold of designing around cars and buildings. The cities of the future will be those that are designed for everyone, by everyone. Cities that begin to adapt their public spaces to this vision will be ahead of the curve.

Waterfronts are public spaces that are inextricably linked to this “soul” of a city. There could be no Stockholm without a harbor, no San Francisco away from the bay, no Paris without the Seine. Nonetheless, making a waterfront into a lively public gathering place is full of challenges. It raises questions about what a city is. Will the city stay on the familiar course of standard-issue condos, office towers and road construction, or will it boldly assert community values, creating a gathering spot that attracts and inspires that community?

During the past hundred years, cities around the world have had to rethink what to do in these prime waterfront locations—the birthplace, in most cases, of the city itself. Now, it is San Diego’s turn. With this focus, San Diego must create a bold placemaking campaign for its public spaces. Let’s start by re-thinking what the waterfront can be, and how it can reflect the aspirations and identity of San Diegans.

A Paradigm Shift

At the very core of a community are its defining people and places. How these two interact is the foundation upon which the cities of the future will be built. Will a space provide a reflection of local identity, or perpetuate car-oriented development? Only once people and place become the highest priority, can cities truly be filled with great public spaces.

We know that San Diego has the potential to be one of the best waterfront cities in the world. It has several major destinations, like Balboa Park and the San Diego Zoo; interesting and dynamic downtown neighborhoods such as Little Italy; and a population that lives within walking distance of the various beaches. Nevertheless, San Diego always seems to have come up short. There remains an unacceptable disconnect between the waterfront and San Diegans.

What comes next could be a game-changer for San Diego’s waterfront. A place-driven and community-led approach can shape a future in which public spaces address social and economic development issues in San Diego. When everyone has a stake, the process of re-thinking the waterfront will result in a space that is both useful to, and representative of, the local community. PPS is here to support this process of renewal, ensuring that all San Diegans are at the table as the city maps out its future.

Goals

The goals of this report are the following:

- Provide context and perspective on what makes a public space successful, and what elements are critical for attracting activity
- Develop a shared community vision and a campaign for public-and private-sector partners to work together
- Evaluate selected spaces and experiment with making short-term changes
- Provide examples of successful waterfronts, squares, streets and other spaces to develop strategies for activating San Diego's waterfront and urban open spaces
- Provide decision makers and stakeholders with the tools and experiences necessary to make planning and design decisions in the future that further the goals of activation and public engagement
- Make public goals the primary objective. As long as plans adhere to the notion that public spaces are an inherently public asset, community engagement — and, ultimately, local ownership and pride — will flow from this basic premise

What is Placemaking?

Placemaking inspires people to collectively re-imagine and reinvent public spaces as the heart of every community.

It is an organic community process.

It is local.

It is economic development.

It is scaled to each community.

It creates social and place capital.

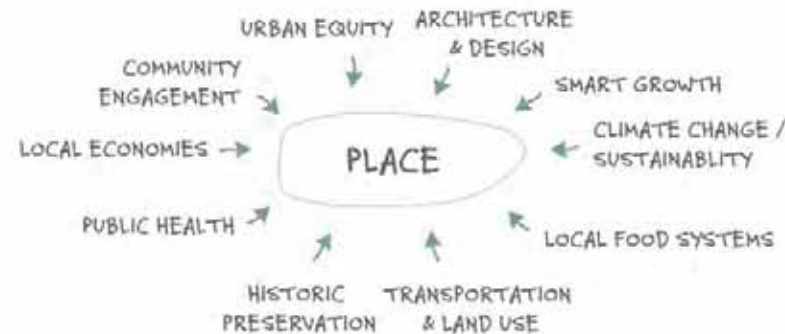
laying the most mundane utilities and infrastructure. And when we let it, public space can be a medium for creativity, expression, and experimentation.

In short, public space is where so many tragedies and triumphs of the commons play out. And that's why getting it right matters. The ten issue areas where we believe placemaking can have the most transformative impact are: equity & inclusion; streets as places; architecture of place; innovation hubs; market cities; place governance; sustainability & resilience; rural communities; creative placemaking; and health.

Public Space at the Crossroads

Public space is inherently multidimensional. Successful and genuine public spaces are used by many different people for many different purposes at many different times of the day and year. Because public spaces harbor so many uses and users—or fail to do so—they are also where a staggering cross-section of local and global issues converge.

Public space is for negotiating the interface between our homes, our businesses, our institutions, and the broader world. Public space is how we get to work, how we do our errands, and how we get back home. Public space is where nearly half of violent crimes happen. Public space is for buying and selling, or for meeting, playing, and bumping into one another. Public space is for conveying our outrage and our highest aspirations, as well as for

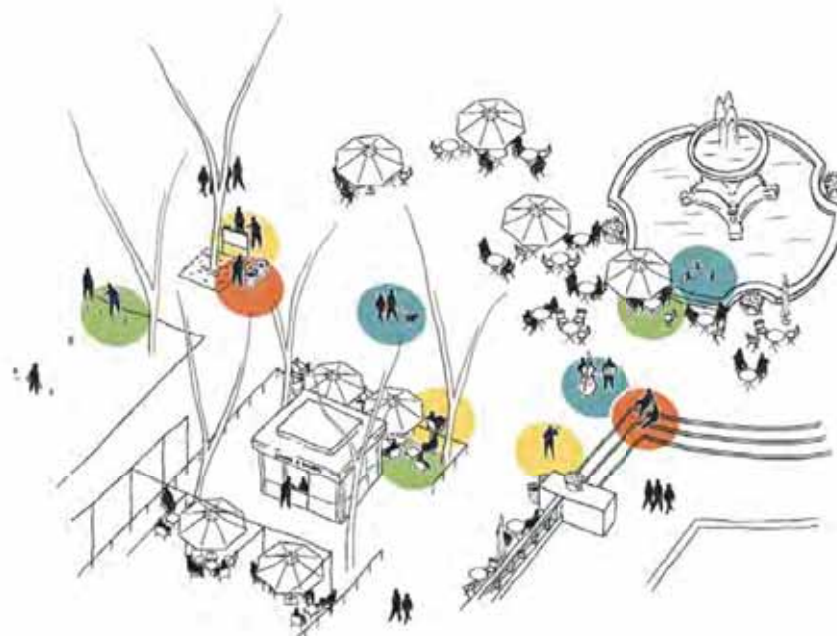


How Other Fields Connect To "Place"

Power of 10+

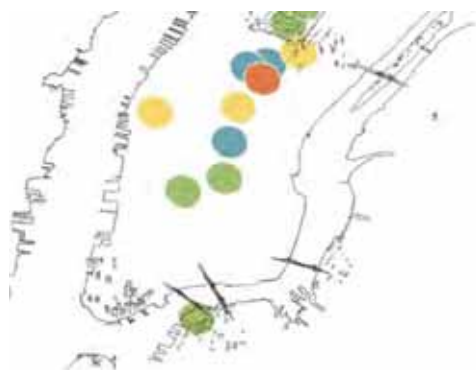
How Cities Transform through Placemaking

To be successful, cities need destinations. They need destinations that give an identity and image to their communities, and that help attract new residents, businesses, and investment. But they also need strong community destinations that attract people. A destination might be a downtown square, a main street, a waterfront, a park, or a museum. Cities of all sizes should have at least 10 destinations where people want to be. What makes each destination successful is that it has multiple places within it. For example, a square needs at least 10 places: a café, a children's play area, a place to read the paper or drink a cup of coffee, a place to also sit, somewhere to meet friends, etc. Within each of the places, there should be at least 10 things to do. Cumulatively, these activities, places and destinations are what make a great city. We call this big idea the "Power of 10+."



Place

10+ THINGS TO DO,
LAYERED TO CREATE SYNERGY



City/Region
10+ MAJOR DESTINATIONS



Destination
10+ PLACES IN EACH

What Makes a Place Great?

In its 40 years studying what makes public spaces work, PPS has found that four attributes are key to the success of any place.

USES & ACTIVITIES

Activities are the basic building blocks of a place. Having something to do for people of all ages gives people a reason to come to a place again and again. When there is nothing to do, a space will be empty and that generally sends the message that something is wrong.

ACCESS & LINKAGES

You can judge the accessibility of a place by its connections to its surroundings, both visual and physical. A successful public space is easy to get to and get through; it is visible both from a distance and up close. The edges of a space connect to the surrounding streets, which themselves should be vital and interesting. The space should be linked to the rest of the city through pedestrian, cycle, and transit routes.

COMFORT & IMAGE

Comfort includes perceptions about safety, cleanliness, and the availability of places to sit — the importance of giving people the choice to sit where they want is generally underestimated. People will spend more time in a comfortable, safe space. Image refers to how inviting the space is, and whether it maintains a distinct identity in line with the surrounding neighborhood.

SOCIABILITY

Sociability is a difficult quality for a place to achieve, but once attained, it becomes an unmistakable feature. When people see friends, meet and greet their neighbors, and feel comfortable interacting with strangers, they tend to feel a stronger attachment to their community — and to the place that fosters these types of social interaction.





WATERFRONTS

PROMENADES

ESPLANADES

PIERS

“One of the best things about water is the look and feel of it...It’s not right to put water before people and then keep them away from it.”

-William “Holly” Whyte

promenade:

a continuous walkable path on, along, or close to the water.

esplanade:

a linear urban park or street that leads or connects to the waterfront promenade.

pier:

a platform supported on pillars or girders leading out from the shore into a body of water, used as a landing stage for boats.



This diagram illustrates the importance of connections between the San Diego waterfront and urban core.

GUIDELINES FOR GREAT WATERFRONTS

Creating a vibrant waterfront means making it part of a larger network of places. This involves more than making the waterfront physically accessible; it requires a community-driven process, a functional design, continued management and a wide range of partnerships, collaborative projects and public-private relationships that create opportunities for recreation, tourism, and entertainment that boost the local economy. By extending design elements and public activities inland from the water, a successful waterfront becomes more far-reaching than otherwise possible.



OPTIMIZE PUBLIC ACCESS

People gravitate toward waterfronts with continuous, uninterrupted access. Access also means that people can interact with the water in many ways; whether it is swimming or fishing, dining or picnicking dockside, boarding boats or feeding the ducks.



ENSURE THAT NEW DEVELOPMENT FITS WITHIN THE COMMUNITY'S VISION

When the vision of the community comes first in a waterfront revitalization project, locals are happier with the space, and will use it more often. Waterfronts are too valuable to simply allow developers to dictate the terms of growth and change.



ENCOURAGE 24-HOUR ACTIVITY BY LIMITING RESIDENTIAL DEVELOPMENT

Great waterfronts are not dominated by residential development. Why? Because these are places that are full of people, day and night. They are the sites of activation by food, retail, markets, daily programs, and events.



USE PARKS TO CONNECT DESTINATIONS, NOT AS DESTINATIONS UNTO THEMSELVES

Parks should not serve as the *raison d'être* of the entire waterfront. The world's best waterfronts use parks as connective tissue, using them to link major destinations together. Helsinki, Stockholm, Sydney, and Baltimore have employed this strategy most effectively.



CREATE MULTIPLE DESTINATIONS ALONG THE PROMENADE: POWER OF TEN

A walkable waterfront with a wide variety of activity along it will successfully connect destinations. PPS has found that an effective way to structure a vision process is to set a goal of creating ten great destinations along the waterfront promenade; an idea we call the “Power of Ten.” (See p.9) This focus on destinations like esplanades or piers, rather than “open space” or parks, enables a genuine community-led process to take root.



San Marco, Venice



MAKE STAND-ALONE, ICONIC BUILDINGS SERVE MULTIPLE FUNCTIONS

An iconic structure can be a draw to the waterfront, so long as it acts as a “multi-use destination” (for example, a place that has a variety of activities within it). Any building on the waterfront should add to the activity of the public spaces around it.

SUPPORT MULTIPLE MODES OF TRANSPORTATION AND LIMIT VEHICULAR ACCESS

The more ways in which someone can access a city’s waterfront, the better. Walking, biking, and water transit are important parts of the transportation mix, and many of the best waterfronts feature pedestrian promenades and bike lanes.

MANAGE, MANAGE, MANAGE AND INTEGRATE SEASONAL STRATEGIES

Ongoing management is essential to maintain waterfronts; one solution is to adopt the model of Business Improvement Districts that have been so successful in many downtowns. A “WID” could forge partnerships, so that waterfront programming reflects the community and gives the place a unique character.

Rain or cold is no reason for a waterfront to sit empty. Waterfront programming should take rainy-day and winter activities into account, and design elements should provide protection from inclement weather.



Stockholm, Sweden

Stockholm

Sweden

<i>city population</i>	935,619
<i>city density</i>	13,000/sq mi
<i>city area</i>	73 sq mi



Stockholm has major destinations and institutions along its waterfront promenade and esplanades that naturally draw people to the water.

Attributes

- **Attractions & Destinations:** Continuous walkable promenade with multiple prominent destinations located on it: City Hall, Kungsträdgården, the Opera House and Museum, historic boats, restaurants, hotels, cafes, Grona Lund amusement park, and Skansen, a history-themed destination
- **Connectivity:** The urban core is **connected** to the water through streets and esplanades
- Widespread usage of **waterborne transit**
- **Human scaled buildings** with ground-level uses





San Francisco

CA, USA

<i>city population</i>	864,816
<i>city density</i>	18,573/sq mi
<i>city area</i>	46.89 sq mi



San Francisco's walkable promenade continues to be filled in with a series of destinations.

Attributes

- **Multiple modes of transit:** water, historic trolley, bike lanes, and light rail.
- **Attractions & Destinations:** A continuous series of public destinations from the Ferry terminal to the Exploratorium to Pier 39 to Fisherman's Wharf to Ghiradelli Square. The renovated Ferry Building houses artisan food shops and restaurants with outdoor seating. An outdoor farmer's market on the waterfront draws huge crowds, and energizes the downtown twice a week.
- **Buildings serve multiple functions:** Redevelopment of buildings to offices, restaurants and other uses.
- **Connectivity:** Intersection with trolley loop serves as a key transition area bringing locals and tourists alike out of residential areas, and along the waterfront.





Paris

France

<i>city population</i>	264,557
<i>city density</i>	1,700/sq mi
<i>city area</i>	160.07 sq mi



The Georges Pompidou Expressway in Paris prevented public access to the waterfront along the River Seine until 15 years ago when the city government began to put public use and the enjoyment of all over the needs of cars and transportation.

Attributes

- Year-round, family-friendly **programs** and **movable amenities**
- Seasonal/temporary outdoor restaurants
- Ferry **connects** the riverbanks with various stops

Right bank - The Georges Pompidou Expressway along Paris's Right Bank was initially transformed into a one-month-only pedestrian street, stretching from City Hall to La Villette.

Left bank - The left bank with a continuous promenade along the Seine recently added Les Berges and closed the expressway all year. The area is enlivened by a row of temporary restaurants and seasonal outdoor cafes.





Venice

Italy

<i>city population</i>	2.244 million
<i>city density</i>	55,000/sq mi
<i>city area</i>	40.7 sq mi



Venice is Europe's most prominent urban car-free area. It is one of the world's most famous waterfronts, connected by 409 bridges.

Attributes

- **Multiple modes of transportation:** The main public transportation comprises of motorised waterbuses (vaporetti) with regular routes along the Grand Canal and between the city's islands.
- Public access remains almost entirely by water or by foot
- **Attractions & Destinations:** The Piazza San Marco and many smaller neighborhood squares are lively with cafes, residences, markets, and games. The Grand Canal is a destination in itself. Additionally, there is a main market on the water with many smaller markets throughout the area
- **Human-scaled buildings**





PROMENADES

A great Promenade has the following qualities:

- A continuous walking path along which there are multiple destinations
- A width that varies intermittently, allowing double-load uses. A suggested width of a promenade is 39 feet, or the distance at which people can comfortably take in what is going on on both sides of the street and easily move back and forth.
- A width that varies intermittently, allowing double-load uses. Building façades should be open at the street level with decks, balconies and porches.
- Adjacent blocks of 200 feet or less

Stockholm, Sweden



Attributes

- Double-loaded promenade with restaurants
- Appropriately scaled buildings.
- Limited travel lanes and a street car runs along the median promenade
- Frequent and clearly marked, comfortable crossings

Ribeira, Porto, Portugal



Attributes

- Double-loaded promenade with programming at water's edge and along building frontage
- Complex layering of space and programming indicates prime waterfront location
- Retail and restaurants on the ground floor, with outdoor cafe seating
- Shared access roadway and walkway, giving way to boat docking area

Riva degli Schiavoni, Venice, Italy



Attributes

- Double-loaded promenade with market stalls at water's edge and outdoor cafe dining along building frontage
- Two walking paths delineated by double loaded uses
- Proximity to major square, San Marco
- Human-scaled buildings
- Active water uses such as ferries, boats, and boat tours.

PROMENADES

Nyhavn, Copenhagen, Denmark



Attributes

- Buildings built to the appropriate scale
- Cafes at street level, that spill out invitingly into the promenade
- Seating along water's edge
- Boat and ferry access

Bassin de la Villette, Paris, France



Attributes

- Summertime neighborhood activation along the Paris Plage
- Community-oriented activities like food and games, as well as water activities
- Trees create a comfortable canopy for shade along pedestrian walkway

Prague, Czech Republic



Attributes

- Popular weekend market
- Floating restaurants and disco boats
- Cafes on the land side that spill out into the promenade
- Wide promenade allows for double-loaded uses and becomes a shared street when market is not there

Stavanger, Norway



Attributes

- Center of the waterfront core
- Human-scaled buildings and shared street which is mainly used for walking and the rare vehicle
- Outdoor cafe seating pours out from ground level onto the shared street
- Boat and ferry access along the water's edge

A great Pier has the following qualities:

- A continuous walking path with multiple public seating options that look out over the water
- A mix of local, cultural, and commerical uses
- Attractions for a range of ages
- Entertainment at different times of the day
- A range of price points
- A variety of food options from kiosks to restaurants

Santa Monica Pier, CA, USA



area

8 acres

annual visitors

5.5 million

management

Santa Monica Pier Corporation (SMPC)

features

Entertainment

Dining and shopping areas

Amusement park rides at Pacific Park

Interactive aquarium

Street performances

Pier 39 San Francisco, CA, USA



<i>area</i>	8 acres
<i>annual visitors</i>	10 million
<i>management</i>	Moor + South/PIER 39 Management Co., L.P.
<i>features</i>	Easy access via historic streetcars Family-oriented entertainment Shops and dining Video arcade Street performances Aquarium of the Bay Waterfront views of sea lions on the docks Two-story carousel

Navy Pier, Chicago, IL, USA



<i>area</i>	50 acres, 1.5-mile-long
<i>annual visitors</i>	9.2 million
<i>management</i>	Navy Pier, Inc.
<i>features</i>	Rides Restaurants Exhibitions Boat cruises Theater Shopping and nightlife to entertain tourists and locals

A great Esplanade has the following qualities:

- Important **destinations** (Museums and other cultural institutions, Hotels, religious institutions, concert venue, ice rink or other seasonal activity, small cafes, gardens etc)
- A memorable feature and **gathering places** with amenities like seating, water features, and places to eat.
- Narrow side **streets that connect** it with the waterfront promenade
- Edges that have activities happening at street level
- **Human-scale buildings** with ground floor retail

*Note that, although an esplanade leads to the water, it is important that there is “accessible” water that people can touch, play in, etc.



1. Swedish Theater
2. Restaurant with outdoor dining
3. Kiosks
4. Flex lawn
5. Sculpture
6. Stage
7. Restaurant
8. Horticultural display and water feature
9. Water fountain
10. Kauppatori light rail
11. Boat restaurant
12. Open air market square
13. Market Hall
14. Ferry stop
15. Boat tours

Esplanadi, Helsinki, Finland

length .2 miles/ 12,000'
 average width 200'
 type Urban park



Kungsträdgården, Stockholm, Sweden

<i>length</i>	.2 miles/1,200' 1,200' x 300'
<i>average width</i>	300'
<i>type</i>	Urban park, town square, amusement park, botanical garden

1. Restaurant with outdoor dining
2. Reflecting pool
3. Small cafe kiosks with outdoor dining
4. Sculpture plaza/skating rink in winter
5. Large tent and performance stage
6. Kiosk
7. Tree-lined walkway
8. Subway Station
9. Tea garden
10. Promenade



La Rambla, Barcelona

<i>length</i>	0.9 mi / 3,937'
<i>average width</i>	108'
<i>type</i>	Street
<i>building height</i>	(5-7 storeys)



La Rambla runs between the Placa de Catalunya and the Monument a Colom, bringing travelers from the old town right to the water's edge.

1. Plaza
2. Metro station
3. Entrance to La Boqueria public market
4. Mosaic de Joan Miro
5. Theater/Opera house
6. Plaza
7. Library
8. Art museum
9. Flea market
10. Monument
11. Boat tours
12. Vendor kiosks, restaurants with outdoor dining, street performances



Market Square, Pittsburgh, PA

SQUARES

FEDERATION SQUARE
JARDIN PLAZA HIDALGO
BRYANT PARK
CAMPUS MARTIUS

QUALITIES OF GREAT SQUARES

Squares are time-honored places around which whole neighborhoods and cities in every culture have developed. A movement is now afoot to re-establish public squares as major destinations where civic life flourishes. To really succeed, a square must take into account a host of factors that extend beyond its physical dimensions.



FOCUS ON BOTH THE INNER SQUARE & THE OUTER SQUARE

The streets and sidewalks around a square greatly affect its accessibility and use, as do the buildings that surround it. An active, welcoming outer square is essential to the well-being of the inner square.

MAKE THE SQUARE REACH OUT LIKE AN OCTOPUS

Just as important as the edge of a square is the way that streets, sidewalks and ground floors of adjacent buildings lead into it. Like the tentacles of an octopus extending into the surrounding neighborhood, the influence of a good square starts at least a block away.



MAKE A SQUARE ACCESSIBLE BY FOOT

Surrounding streets should be narrow, with crosswalks well-marked, lights timed for pedestrians, slow-moving traffic and transit stops strategically located nearby so that people can easily get to the square.



DEVELOP ATTRACTIONS & DESTINATIONS THROUGHOUT

Any great square has a variety of smaller “places” within it in order to appeal to different types of people. These places can include outdoor cafés, fountains, sculpture, or a bandshell for performances; the attractions don’t need to be big to make the square a success.



CREATE A UNIQUE IDENTITY & IMAGE

Historically, squares were the center of communities, and shaped the identity of entire cities. Today, squares can provide local assets, culture, and civic identity.



BE FLEXIBLE IN DESIGN

The use of a square can, and should, change during the course of the day, week, and year. The design of the space should, therefore, allow for multiple types of activities, large and small, to occur.



PROVIDE AMENITIES

A square should feature amenities that make it comfortable for people to use. Public art installations, benches, or waste receptacles in just the right location can make a big difference in how people choose to use a place. Lighting can strengthen a square's identity while highlighting specific activities, entrances, or pathways. Public art can be a great magnet for children of all ages to come together. Whether temporary or permanent, a good amenity will help establish a convivial setting for social interaction.



MANAGE, MANAGE, MANAGE

The best places are ones that people return to time and time again. The only way to achieve this is through a management plan that understands and promotes ways of keeping the square safe and lively.



DEVELOP A SEASONAL STRATEGY

Squares that can thrive in year-round conditions will reap the benefits of greater economic activity and higher attendance at public facilities.

Federation Square

Melbourne, Australia

<i>annual visitation</i>	100 million visits since 2002
<i>area</i>	7.9 acres
<i>management</i>	Fed Square Pty Ltd



Situated on the busiest intersection in central Melbourne, Federation Square is a successful public gathering place. It is located at the most prominent section of the city's busy tram network.

Attributes

- **Attractions & Destinations:** Amphitheatre equipped with the latest in performance technology, restaurants, cafes, weekly book market, art and film museums, city-sponsored live concert series, big-screen broadcasts of major sporting events that draw both locals and tourists
- **Flexible Design & Seasonal Strategy:** Passive cooling system for hot days, swimming pool, ice skating rink, winter solstice celebration.
- **Access:** Public transport by rail, tram, ferry, and bike
- **Management:** Managed by Fed Square Pty Ltd, established by the Victorian Government

- | | |
|------------------------------------|--------------------|
| 1. Outdoor café seating | 7. Stage |
| 2. Steps / Informal seating area | 8. Screen |
| 3. Banners advertising local event | 9. Bike share |
| 4. Flexible open space | 10. Public art |
| 5. Iconic facade | 11. Public toilets |
| 6. Information/Visitors center | |



Jardin Plaza Hidalgo

Coyoacán, Mexico

annual visitation

--

area

3 acres

management

Delegacion de Coyoacan



This square may be the most traditional symbol of all Coyoacán. The old atrium and cemetery of San Juan Bautista Church anchors Hidalgo Square as the heart of the neighborhood. The central plaza is the focus of Coyoacán life, and the scene of most of the weekend fun.

Attributes

- **Attractions & Destinations:** A traditional kiosk and Coyote fountain serve as key focal points. A variety of attractions include a range of restaurants, cafés and craft bazaars line the street
- **Identity:** Archway serves an entrance and pulls you in
- **Flexible Design:** Large area for festivals, celebrations and gatherings



Bryant Park

New York, NY

annual visitation

6 million

area

6 acres

management

New York City park, privately managed by the not-for-profit corporation, Bryant Park Restoration Corporation, 143 employees



Bryant Park is often referred to as the “Town Square of Mid-Town Manhattan” and is used by office workers, tourists, and residents. Since its redesign in 1992, there has been a dramatic rise in real estate values and new construction in the area around the park.

Attributes

- **Attractions & Destinations:** An outdoor reading room, carousel, restaurants, cafe, park-operated concessions, food kiosks, a flexible lawn, game area, and fountain; more than 1000 free activities annually
- **Amenities:** Free wifi, umbrellas, 4000+ chairs
- **Flexible Design & Seasonal Strategy:** A large lawn hosts major events, such as the Summer Film Festival, Broadway in Bryant Park. In the winter, the lawn becomes an ice rink anchored by a holiday market
- **Access:** Transit access by Subway, or bike share
- **Image & Identity:** Twin promenades bordered by London plane trees contributes to the park’s European feel



Campus Martius

Detroit, Michigan

annual visitors

1 million

area

1.6 acres

management

City owned (land), managed by Downtown Detroit Partnership



Against all odds, a two-acre civic square was created in the heart of downtown Detroit by moving two major streets, combining several parcels of open space, and relocating a major 19th century monument.

Attributes

- **Attractions & Destinations:** Soldiers and Sailors Monument, Point of Origin (the place from where all of Detroit's coordinates originate), restaurants and food kiosks -- The Fountain Detroit cafe and bar housed in a re-purposed shipping container, two retractable stages for events (summer jazz festivals, night markets with live music), several gardens, a huge holiday tree, an outdoor movie program, large central fountain, games area
- **Flexible Design & Seasonal Strategy:** The square becomes an ice skating rink in the winter, and a beach during the summer
- **Access:** Public transport by QLine light rail or bus, or by local MOGO bikeshare





MULTI USE DESTINATIONS

GRANVILLE ISLAND
PIKE PLACE
AKER BRYGGE
V&A WATERFRONT
TIVOLI

QUALITIES OF MULTI-USE DESTINATIONS

Multi-Use Destinations are more than just active public spaces. They are where entrepreneurs get their start, where creatives meet to talk over ideas, and where innovation begins in cities. But for these things to happen, there must be something for everyone in a Multi-Use Destination. Whether the destination is a public market or an arts center, the space must be a focal point for the neighborhood; intentionally designed for businesses and people to thrive. These are the destinations that give energy to a city, and help them to grow.



DON'T LEAD WITH DESIGN

The overall goal of Multi-Use Destinations is to create a “setting” for the uses that emphasize the products and the authentic aspects of the place. A space can be designed for innovation.



“THE MAGIC IS IN THE MIX.”

Beyond simply encouraging mixed use, cities need to develop authentic places that are interconnected and interdependent. True sustainability of a space comes from the relationships between uses, tenants, and organizations that bring a place to life.



DEVELOP SPACES THAT ARE FLEXIBLE AND THAT “MANAGE THEMSELVES.”

Uses should evolve and allow for a variety of things to happen simultaneously and organically.



USE CREATIVE FUNDING STRATEGIES TO KEEP RENTS LOW, ATTRACT A RANGE OF TENANTS

Incentivize the presence of tenants who may not produce a lot of money for the site, but who bring a lot of foot traffic and are invested in the area.



EXPERIMENT, OBSERVE, REPEAT

Most of today’s top tech startups value working software over “high-quality” design, test their products with users early and often, and embrace changing requirements instead of sticking to the plan in spite of them. The economic edge that this flexibility provides for startups is simple: they represent “the art of maximizing the amount of work not done.”

Granville Island

Vancouver, Canada

<i>annual visitors</i>	2,200,000
<i>area</i>	35 acres
<i>employment</i>	3,000
<i>management</i>	Canada Mortgage & Housing Corporation (CMHC)



Salvaged from the husks of old factories, the district offers up an imaginative mix of markets, play areas, cultural institutions, and waterfront views, while retaining its unique, gritty character.

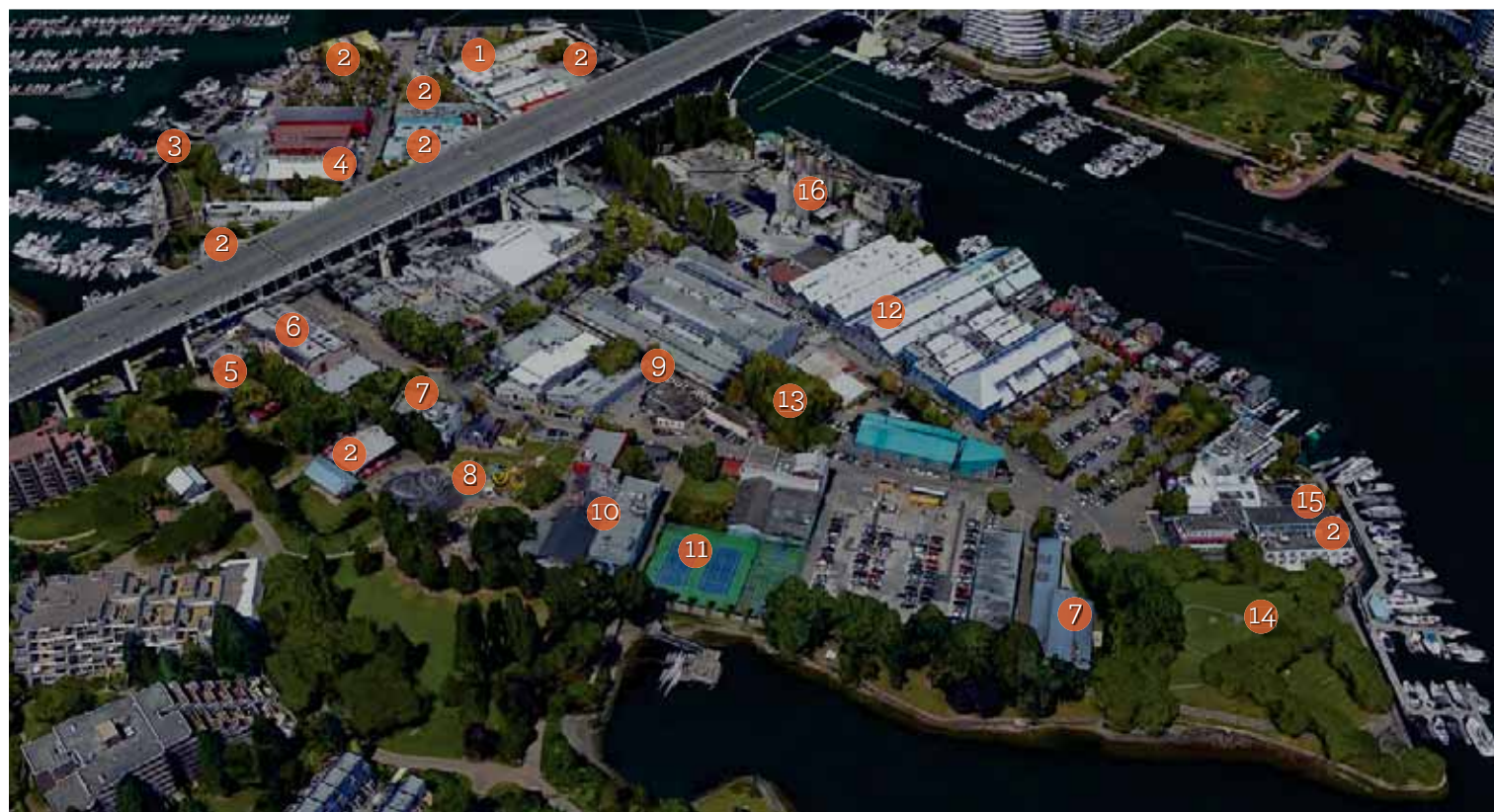
Attributes

- **Mix of uses:**
 - Private uses balanced with public attractions like a community center with a daycare, an art institute, a theater, a children's play area, a gallery, and a public market
 - An operational cement factory retains the history of Granville Island and provides an educational installment
 - Industrial buildings intermingle with renovated spaces which provide work spaces for artists, often spilling out onto the streets
- **Pedestrian priority:** Curb-free, brick streets run alongside human-scaled buildings.
- **Access:** Water-related uses such as kayaking, canoing, sailing, ferry transit and a water shuttle optimize water access





1. Public Market
2. Restaurant
3. Boat rentals/maritime uses
4. Shops and galleries
5. Coffeehouse
6. Kids market
7. Theater
8. Waterpark
9. Railspur Alley studios
10. Community Center
11. Sports courts
12. University
13. Kids Playground
14. Park
15. Hotel
16. Ocean Construction



Pike Place

Seattle, WA, USA

annual visitors

10 million

area

237,000 sq.f / 22,000 sq.m

employment

1500-2400 people

management

the quasi-government Pike Place Market Preservation and Development Authority (PDA)



Pike Place is anchored by one of the oldest public farmers' markets in the United States. It's hard to tell where the market begins and ends, because it links so seamlessly into the broader district.

Attributes

- **Mix of uses:** A place of business for many small farmers and craftspeople, as well as homes for nearly 500 residents. Unique shops like antique stores and comic book stands also populate the space. Hotels and dining also add to the mix. The Market consists of a variety of unique shops such as antique dealers, comic book and collectible shops, small family-owned restaurants. The upper level contains fishmongers, fresh produce stands and craft stalls operating under the covered arcades
- **Identity & Image:** Pike Place is iconic; its identity is clear from several blocks away. A sculpture of Rachel the Pig is a central, defining art feature, generating its own income as a piggy bank



GREAT
MULTI USE
DESTINATIONS



1. Main Market
2. Open air market
3. Post Alley - cafes, shops
4. Public art feature
5. Iconic signage
6. Hotel
7. Restaurants, retail, offices
8. Shared street



Aker Brygge

Oslo, Norway

<i>area</i>	11.5 acres, 6 miles long
<i>annual visitation</i>	12 million
<i>employment</i>	6,000 people
<i>management</i>	commonly owned company Bryggedrift AS
<i>development type</i>	private



Formerly a shipbuilding area, Aker Brygge is now a vibrant and densely packed new destination that defines Oslo as a waterfront city.

Attributes

- **Mix of uses:** A vibrant commercial district, blending retail with housing, restaurants on land and water, kiosks, a playground, and other open spaces

Public programming ranging from photo exhibitions to concerts to pop-up fashion events entertain passers-by and appeal to mis of ages

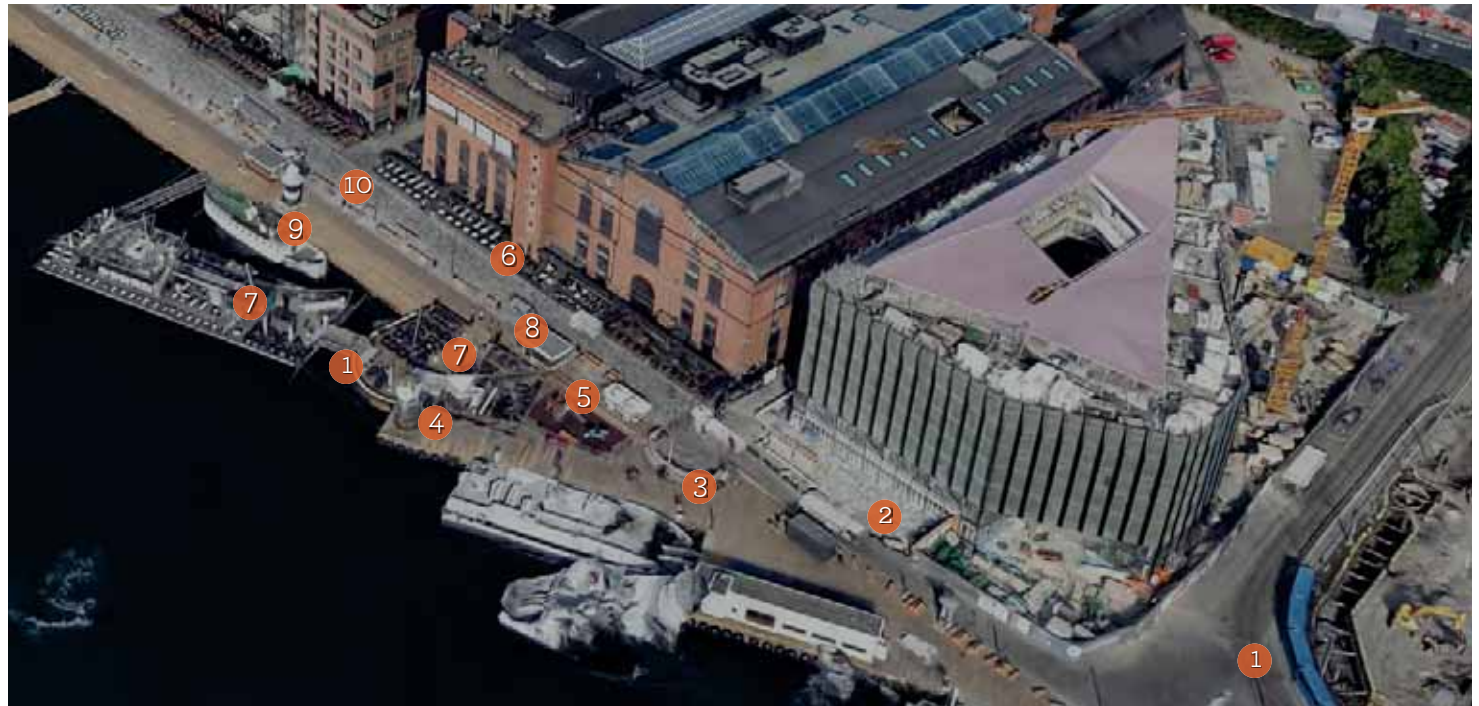
- **Image & Identity:** A public promenade that steps down to the water serves as a focal point of the harbor, with activity on both the water and land sides. The space is bordered by an appealing mixture of historic shipyard buildings and modern architecture at the human scale. A clock tower marks the harbor from a distance



GREAT
MULTI USE
DESTINATIONS



1. Light rail transit
2. Restaurants and retail
3. Waterfront Square
4. Clock Tower
5. Playground
6. Outdoor dining
7. Floating restaurant
8. Ice cream kiosk
9. Boat dock
10. Shared street



V & A Waterfront

Capetown, South Africa

area

123 hectares

annual visitation

24 million, 63% local visitation,

employment

19,269 people

management

Owned by Growthpoint Properties Limited and the Government Employees Pension Fund, represented by the Public Investment Corporation Limited, developed by the state-owned transport corporation, Transnet Ltd.



The V&A Waterfront is one of Africa's most-visited destinations, with the waterfront comprising about 61% of all tourism visits. It is situated in the oldest working harbor in the Southern hemisphere.

Attributes

- **Mix of uses:** The waterfront hosts a mix of residential and commercial property, with hotels, retail, dining, and entertainment intermingling along the waterfront

Markets, performances, a running path, playgrounds, game areas, and even an aquarium and the iconic Cape Wheel lend the space daily excitement. In the winter, an ice rink keeps the space active

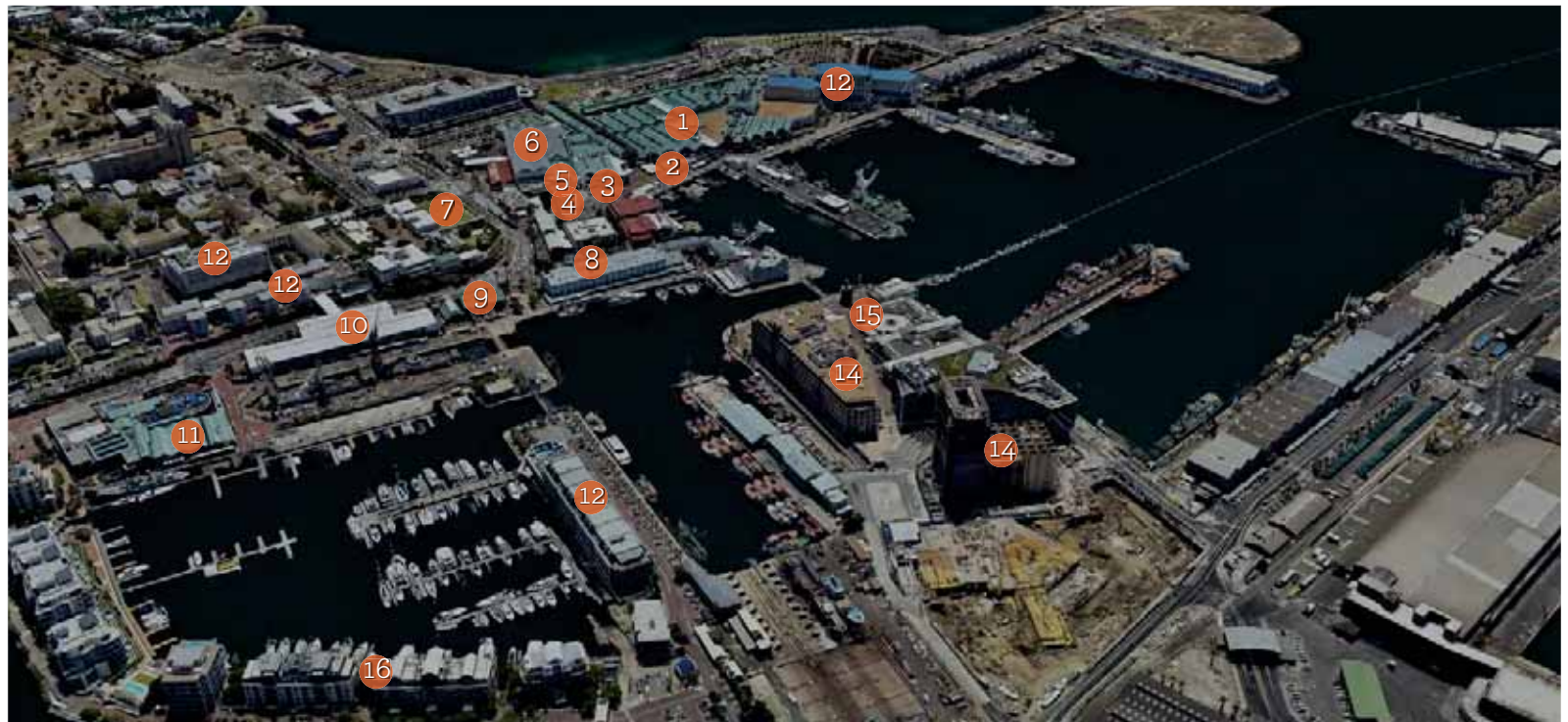
- **Experimentation:** There is a continuous effort to attract diverse audiences from all walks of life. For example, performances, seating, play areas and a new market hall that incubates/cultivates new uses and local artisans



GREAT
MULTI USE
DESTINATIONS



1. Shopping center
2. Outdoor dining
3. Amphitheater
4. Cape Wheel
5. Playground
6. Food Court
7. Croquet Lawn
8. Mall
9. Food Market
10. Information center
11. Aquarium
12. Hotel
13. Seal viewing
14. Museum
15. Clock Tower
16. Residential



Tivoli

Copenhagen, Denmark

annual visitors

4.6 million

area

237,000 sq.f / 22,000 sq.m

management

Tivoli A/S, a limited company listed on the Copenhagen Stock Exchange.



Tivoli is more than an amusement park. It is Denmark's most popular tourist attraction, but about 73% of Tivoli's summer guests are Danes who benefit from a discounted annual pass.

Attributes

- **Mix of uses:** Rides, an open-air theater, and gardens provide ample space for people to stretch their legs. A hotel as well as a variety of restaurants also share the space

Daily marching band performances and both indoor and outdoor concerts and plays bring the arts to the space. Children's activities, fireworks, light shows and boating activities add variety to the range of activities for people to enjoy

- **Identity and image:** The amusement park establishes an identity for Tivoli from a distance. Inside, the historic character of amenities and use of water create a unique environment



GREAT
MULTI USE
DESTINATIONS



1. Gateway arch
2. Food and shops
3. Theater
4. Open-air theater
5. Tea house
6. Taj Mahal Hotel and Restaurant
7. Amusement park rides
8. Confectionary
9. Water feature
10. Playground
11. Restaurant on the water
12. Dragon boats and Illuminations
13. Banquet Hall
14. Arcade games





STREETS

MARKET SQUARE
RUE DE BUCI
SANTANA ROW
SAN TELMO

QUALITIES OF GREAT STREETS

Great streets are the backbone of successful communities. They are the result of thousands of tiny details that involve the design of their buildings, landscaping, sidewalk features, and street layout itself. A walk on a beautiful street feels like strolling; a walk on a terrible street feels like trudging. Flexible design and strong links with surrounding public spaces mean that streets can be much more than a place to pass through.



CREATE A SERIES OF DESTINATIONS ALONG THE STREET

The more activities and options a street offers, the more it attracts diverse groups of people – which is essential for creating a place that feels vibrant and dynamic.



MAKE PEDESTRIANS THE PRIORITY

Whether or not a street functions as a great public place is best measured by people's willingness to linger along it. Of course, this metric of success is quite different from how transportation agencies and engineers might evaluate a street – through Level of Service metrics, for example, which calculate how quickly cars can pass through a corridor.



MAKE STREETS ACCESSIBLE, INTERACTIVE AND SOCIAL PLACES

Streets are true meeting grounds of local society – where people of different ages, ethnicities, and income levels intersect and interact. A street needs to have diverse destinations and activities, but it also needs to be easily accessible to all.



FOCUS ON A UNIQUE IDENTITY

The best streets in the world do not look or feel like any other street; they have an identity that results from unique features, such as historic markers, horticulture, or architecture.



CREATE FLEXIBLE STREETS

The best streets are designed so that they work year-round, even in challenging weather conditions. They also have enormous capacity to be flexible spaces that can meet multiple community goals, especially when they are designed with that purpose in mind. Lacking adequate civic space for special events, some communities have started to create flexible streets that can more easily be used for markets, exhibits, Play Streets, and local celebrations.

Market Square

Pittsburgh, PA

length

0.3 mi / 520 m

average width

shared street: 25', square: 260'



Pittsburgh's Market Square is a public space located in Downtown Pittsburgh at the intersection of Forbes Avenue (originally named Diamond Way in colonial times) and Market Street. Similar to a European-style piazza, all vehicle traffic is diverted around the square to increase pedestrian-friendliness.

Attributes

- **Flexibility:** Movable, outdoor seating and amenities are provided. The street is closed during special events
- **Access:** The street around Market Square is a shared, curb-free, textured street with no traffic signals, and a minimum of road signs
- **Buildings:** Nearby, new apartments, condominiums, and office space with ground-level retail have been fitted into historic buildings. Renovations accelerated the growth of Market Square, and numerous restaurants further increase social activity within the square



A narrow tram track and wide sidewalks (ca. 6m) provides space for large crowds.

Rue de Buci

Paris, France

length
average width

1,500-foot long with 2 different stretches
building to building: 35'



Rue de Buci breaks the “rules” in all kinds of ways. It is a traditional market street in the chic St-Germain-des-Prés district, with open market stands that can be walked through. It is a gathering place for all kinds of activity and people where you can expect the unexpected.

Attributes

- **Flexibility:** Shared street allows for many different uses along the curb and sidewalk
- **Attractions & Destinations:** Vendor kiosks, cafes that spill out from the building edges, and ground floor retail such as bookstores create a market environment with a mix of mix of food and products



Santana Row

San Jose, CA, USA

length
average width

1,500-' long with 2 different stretches
35 - 120'



Page 68 of 84 D

Santana Row is a mixed retail, housing, and entertainment complex. 20 restaurants, 70 stores from high-end to mid-tier brands), a movie theater, a hotel and 9 spas and salons line the street with offices, privately owned condos and luxury rental homes.

Attributes

- **Access:** 2 x 2-22' moving lanes with delineation, 2 parking lanes with café parklets intermittently, sidewalks under arcades, central island (up to 50' wide) with amenities
- **Attractions & Destinations:** Pedestrian-oriented amenities, seating, lawns, trees and plants, fountains, life-sized board games provide many uses along the street. Stores and restaurants extend into the street and into the neighborhood. Locals enjoy shaded cafes and strolls along the promenade



San Telmo

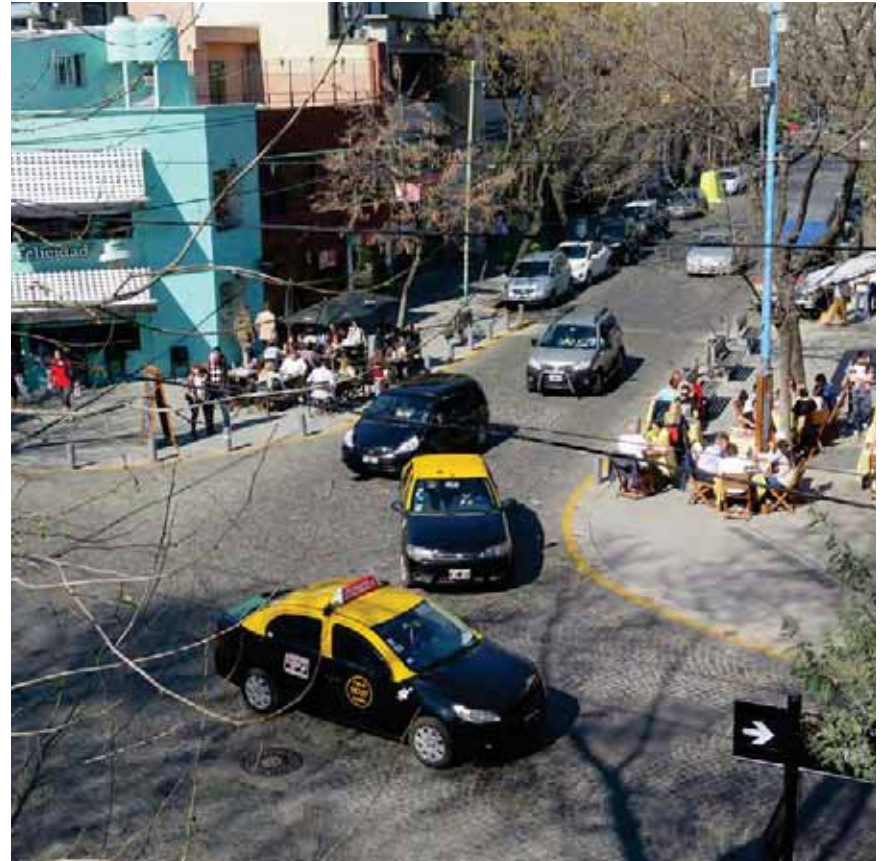
Buenos Aires, Argentina



The San Telmo neighborhood has some of the best shared intersections in the world. Street corners have been rounded and buildings have been chamfered to create more visibility and as a result, the widened areas are used for outdoor cafes. Only occasionally, at peak times, will cars nudge their way through.

Attributes

- **Flexibility:** Shared street allows for many different uses along the curb and sidewalk
- **Attractions & Destinations:** Cobblestone streets support a variety of uses, including shops, cafes, restaurants and bars



MAKING IT HAPPEN: LIGHTER, QUICKER, CHEAPER



Lighter, Quicker, Cheaper

“Lighter, Quicker, Cheaper” (LQC) refers to short-term demonstration projects. LQC projects aim to test and explore programming and physical improvement opportunities through a series of short-term, low-cost experiments. This approach has produced some of the world’s most successful public spaces by capitalizing on the creative energy of the community to create new uses and revenue for places in transition.

It’s a phrase PPS borrowed from Eric Reynolds, founder of Urban Space Management, who has used this philosophy since the 1970s to create major developments and destinations, like Gabriel’s Wharf in London, UK. Today, this idea has become a global movement under many names—action-planning, guerrilla urbanism, pop-up projects, city repair, D.I.Y. Urbanism, Tactical Urbanism, and LQC.

LQC can take many forms, requiring varying degrees of time, money, and effort, and this range of investment can be used as an iterative means to build lasting change.

LQC has the following qualities:

- **Programming:** Programming provides a creative platform to build momentum, showcase local talent and build new partnerships. One-off events can evolve into ongoing programs that provide a means of testing and adapting the community vision.

Amenities: Ranging from planters of petunias to flexible seating to book and game kiosks, amenities provide a low-cost means to quickly inject new layers of activity and comfort into a space. Rotating public art, particularly if it is interactive, can have a similar effect and provide a unique means for encouraging return visitation

- **Transportation:** Adjusting the shape, proportions, and feel of a street using little more than paint and inexpensive barriers and furniture can quickly change traffic behavior and make spaces for cars into safe, comfortable, and sociable places for everyone
- **Light Development:** As an alternative to capital-intensive construction, adaptive reuse and temporary structures can enable significant transformations with lower costs. Existing buildings can be given a facelift, while sheds, shipping containers and tensile structures can enable creative new uses. Light development can transform underutilized spaces and the identity of entire districts quickly, and attract more partners for long-term plans

Paris



LIGHTER, QUICKER,
CHEAPER ACTIVATION

Les Berges



Paris Plage



LIGHTER, QUICKER,
CHEAPER ACTIVATION

Bassin de la Villette



Perth Cultural Center

Page 78 of 84 D



LIGHTER, QUICKER,
CHEAPER ACTIVATION



Campus Martius



LIGHTER, QUICKER,
CHEAPER ACTIVATION



Restaurants & Kiosks on the Water



Helsinki, Finland



Helsinki, Finland



Stockholm, Sweden



Stockholm, Sweden



Stockholm, Sweden



Amsterdam, The Netherlands

LIGHTER, QUICKER,
CHEAPER ACTIVATION

Water Related Activities/Play



Dragonboats Show, Oregon



Floating Sphere, Hamburg



Paris Plage, Paris, France



Build a Boat, Granville Island



Jazz Festival, Darling Harbour



Water Fire, Providence

Project for Public Spaces
419 Lafayette, 7th Fl.
New York, NY 10003

