

# Mission Branch Library City Plaza Park: Placemaking Pilot Project



March, 2019  
Analysis + Recommendations  
Draft Report







CONGRESS SQUARE PARK, PORTLAND, ME



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STAKEHOLDER MEETING, OCTOBER 2018



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# About Project for Public Spaces

## Our approach

Project for Public Spaces has been dedicated to helping people create and sustain public spaces that build stronger communities for over 40 years. During this time, PPS developed the Placemaking approach to creating vibrant public spaces and shared values. Today, Placemaking has blossomed into an international movement that engages the energy and ideas of people in communities from all walks of life, empowering them to shape their own public spaces.

Placemaking is rooted in the power and wisdom of people in communities to shape their lives and their places. Project for Public Spaces provides guidance, technical assistance, design and expertise that empowers communities to create great public spaces that bring them together.

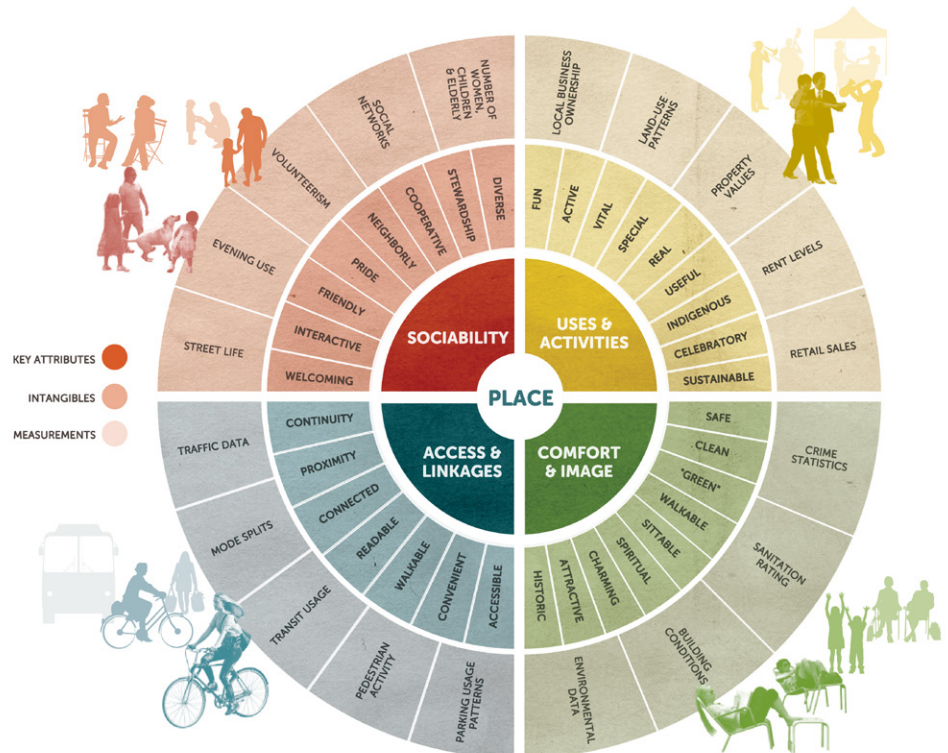
## Our History

PPS was founded in 1975 to expand on the work of William (Holly) Whyte, author of *The Social Life of Small Urban Spaces*. We have since completed projects in more than 3000 communities in 43 countries and all 50 U.S. states and are the premier center for best practices, information and resources on Placemaking. More than 1000 people worldwide are members of our Placemaking Leadership Council.

Project for Public Spaces comprises a highly experienced and cross-disciplinary staff trained in environmental design, architecture, urban planning, urban geography, environmental psychology, landscape architecture, arts administration, and information management.

## Placemaking in Santa Clara

Since the spring of 2017 PPS has been engaged by the City of Santa Clara to introduce Placemaking and its principles to city leadership, staff, engaged stakeholders and the general public with the goal of influencing proposed development, and advancing a strategy for place-centered improvement and activation of key public spaces throughout the city.





# Lighter, Quicker, Cheaper

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As cities struggle to do more with less and people everywhere cry out for places of meaning and beauty, we have to find fast, creative, profitable ways to capitalize on local ingenuity and turn public spaces into treasured community places. Many of the best, most authentic and enduring destinations in a city, the places that keep locals and tourists coming back again and again and that anchor quality, local jobs, were born out of a series of incremental, locally-based improvements. One by one, these interventions built places that were more than the sum of their parts.

The time is right to rethink the way that we do development, using an approach called ‘Lighter, Quicker, Cheaper’ (LQC). This approach is based on taking incremental steps, using low-cost experiments, and tapping into

local talents (e.g. citizens, entrepreneurs, developers, and city staff). These smaller-scale projects are being implemented in a variety of environments, including on streets, squares, waterfronts, and even parking lots.

Although a lighter, quicker, cheaper approach is not for every situation, it can be a creative, locally-powered alternative to capital-heavy, top-down planning.

## ‘Lighter, Quicker, Cheaper’ projects:

- Provide an efficient, creative, hyper-local way to leverage a town’s assets.
  - Transform underused spaces into exciting laboratories that citizens can start using right away and see evidence that change can happen.
  - Represent an “action planning
- process” that builds a shared understanding of a place that goes far beyond the short term changes that are made.
  - Leverage local partnerships that have greater involvement by a community and results in more authentic places.
  - Encourage an iterative approach and an opportunity to experiment, assess, and evolve a community’s vision before launching into major construction and a long term process.
  - Employ a place-by-place strategy that, over time, can transform an entire city. With community buy-in, the LQC approach can be implemented across multiple scales to transform underperforming spaces throughout an entire city.
  - Create jobs and incubate local entrepreneurs.

Book and Game Kiosk,  
Parque México, Mexico  
City, Mexico





# Outreach

On October 19 and 20th, 2018 PPS conducted a two-day site visit to Santa Clara to facilitate a Stakeholder Meeting and Community Workshop. The meeting and workshop were both focused on establishing an initial placemaking vision for the Mission Branch Library and City Plaza Park.

This location was identified as having great potential for a “Lighter, Quicker, Cheaper” placemaking pilot project based on community feedback from the Power of 10+ Workshop hosted by the City and facilitated by PPS on June 10th, 2017\*

*\*See Power of 10+ Workshop Results Memo, August 2017 for complete information on this project phase*

## Stakeholder Meeting

On October 19, 2018 PPS facilitated a small group meeting with City and Library staff to introduce the place-making approach, gather information, and solicit ideas. As Library and City staff will play a critical leadership role in the pilot project two important elements of this meeting were discussing internal staff capacity for the work and thinking creatively about what outside partners and resources can help the project succeed and grow.

## Community Workshop

On October 20, 2018 PPS facilitated a community workshop with City and Library staff, elected officials, library trustees, and community members to gather additional information and ideas for the project and engage potential partners.

The workshop was structured around PPS’s “Place Game” activity, which involves working in small groups to assess the qualities of a public space and then immediately brainstorming ideas for new programming, amenities, and physical improvements.

## What We Heard

Between the meeting and workshop we gathered good information on what is currently happening in the branch and park and a rich set of initial ideas for the pilot project.

The recommendations in this report are based on our synthesis of the ideas generated in the meeting and workshop, our observation of the library and surrounding park spaces, and our assessment of what “first moves” will help the library and park begin to realize their potential as an interconnected set of lively and welcoming public spaces.

Community Workshop participants evaluate City Plaza Park using the Place Game, Oct 2018





Community Workshop  
participants report  
back their findings,  
Oct 2018



3. Dance Diwali  
Music SCU & Buscher  
Food Trucks  
Plays Board Games  
Movies  
Art Show

4. More Picnic Tables  
Open Gazebo  
Board Games / (Corn Hole / Bocce Ball)  
Imagination Playground  
Giant Games  
Blankets, Games, Chairs to rent/borrow  
Lighting / Holiday Lights & Decor

DIRECTORY & SIGNAGE (MODERN + HISTORIC)  
ENGAGE UNI DESIGN STUDENTS  
SMALL PLAY ELEMENTS 4 KIDS  
CLIMBING / WALL  
HOW TO WORKSHOP / REPAIR WORKSHOP  
GARDENING CLASSES / PLANT DOCTOR  
CHTY GARDEN / MASTER GARDENER CLASSES  
ARBORIST LECTURES  
PARTNER W TRIDEN / BRING MUSEUM BOT HERE  
CHALK ART / CHALK GAMES  
SIMPLE FINES EQUIPMENT - COLORED  
MOVABLE TABLES + CHAIRS = COMFORTABLE  
COFFEE CART / BT CUSHIONS  
GAMES -> BOARD GAMES, LAWN GAMES, ARM CHAIRS  
TRANS CANOES UMBRELLAS  
TEMPORARY BIG COLORFUL ART PIECE THAT CAN BE CHANGED OUT - BUILD PAD  
BENCHES W CHARGING ELEMENT / SOLAR POWER UMBRELLAS >  
COORDINATE COLORS W LIBRARY CITY  
BRUNNERS COLORFUL W INFO  
COLOR ILLUMINATION / PROJECTION ART  
COLOR GELS FOR THE LED  
PIANO IN THE PATIO

④ • Utilize walls on library patio  
• SCATINEL benches  
• Shade + tables  
• consistent programming for outside (park + patio)  
• identity / branding of spaces  
• built-in grills

⑤ • SCU  
• Food Truck  
• Local charitable orgs  
• rotary  
• elks  
• corporate sponsors  
• Local schools  
• Local rec groups



# Meeting and Workshop Notes

## Stakeholder Meeting

**October 19, 2018**

*Attendance: Hilary Keith, Paul Sims, Justin Wasterlain, Sim Castro, Bea Leija, Hilda Lopez, and Andrew Crabtree*

## Community Workshop

**October 20, 2018**

*Attendance: Mayor Lisa Gillmor  
Councilmember Teresa O'Neill  
Councilmember Kathy Watanabe  
Marie Applegate, Soli Cayetano (SCU Student), Grant McCauley (Senior Advisory), Wanda Buck (Senior Advisory), Judy Tucker (Old Quad Residents Association)  
Joe Martinez (Parks Commission)  
Andrew Knaack (Parks Commission)  
Debbie Tryforos (Library Trustee)  
Lee Broughman (Library Trustee)  
Steve Ricossa (Library Trustee)  
Hilary Keith (City Librarian)  
Justin Wasterlain (Mission Branch Library Branch Manager)  
Dale Seale (Deputy Director of Parks & Recreation)*

The following notes are a synthesis of input gathered at both the Stakeholder Meeting on October 19, 2018 and the Community Workshop on October 20, 2018.

## REGULAR PROGRAMMING - CURRENT

The recently re-opened Mission Branch library has a number of regular programs running currently including:

### Mornings

- Family Storytime (Tuesdays and Saturdays)
- Senior Programs (Yoga for Seniors, etc.)

### After-School

- Science Programs (eg. WildMind / Dinosaurs Rock)

### Evenings

- Teen Programs (Movie Night, College Prep, etc.)
- Adult Programs (Book Discussion Group, Creative Writing, Parenting)

Staff expressed a desire to diversify the offerings and the need to reach new audiences as there is already a feeling of seeing the same faces.

## REGULAR PROGRAMMING - IDEAS

Ideas for new regular programming had a strong emphasis on using the park space – both for programs led by the library and for programs that would require outside partners. The ideas fell into the following general categories:

### Food

- Regular food trucks
- Vendor selling snacks for the after-school crowd
- Coffee Cart (eg. from City Lights Espresso)

### Group Exercise

- Yoga
- Tai chi
- Zumba /
- “Bollywood” Zumba

Community Workshop  
Oct 2018





#### *Performances*

- Live music
- High school bands
- Theatre / Improv Comedy
- Dance groups
- Movies

#### *Education*

- How-to / DIY / Repairs
- Gardening / “House Plant Doctor” (idea from PPS Mexico City project)
- Art Classes
- Heath / Mindfulness themed programs

#### *Exhibits/Installations/Markets*

- Art Shows
- Craft Market
- Special Installations in the Gazebo

### **SPECIAL EVENTS - CURRENT**

The library has hosted several special events in the park recently:

- Peripatetic Players production of “Shiver-we-Timbers” on August 4th, 2018
- Sunset Cinema series screening of “Inside/Out” on August 10, 2018.

### **SPECIAL EVENTS – IDEAS**

Library staff are currently considering a variety of future special event ideas some with seasonal themes tied to sporting events eg. a bike race and event tied to the Tour de France

### **AMENITIES - CURRENT**

The park currently has a very basic complement of fixed seating, benches, picnic tables and trash cans.

### **AMENITIES – IDEAS**

Workshop and meeting participants were interested in several categories of amenities:

#### *Furniture and seating*

- “Flexible/Portable” furniture
- fA “community table”
- Game tables (chess/checkers)
- Umbrellas
- Grills
- More picnic tables
- More trashcans
- Cushions / beanbags / blankets

#### *Games*

- Table games (chess/checkers/ board/card/etc.)
- “Giant” games (Chess/Jenga etc.)
- Lawn games (Corn Hole/Bocce / Badminton /etc.)
- Imagination Playground

### **PHYSICAL IMPROVEMENTS**

A few categories of physical improvements were discussed in both the meeting and workshop:

#### *Signage*

- Signs at entrance
- Sign on Homestead (with programming info)

#### *Gazebo*

- Open up the side of the structure that faces the library by removing the railing and installing a set of wide welcoming steps
- Invite artists and/or design students to proposed temporary installations for the structure
- Upgrade lighting

#### *Lighting / Power*

- Upgrade lighting throughout park

- Provide device charging ports
- Electric Car Charging

#### *Recreation*

- Walking track/trail around perimeter of park
- Outdoor exercise equipment
- Climbing Wall / Parkour elements

#### *Horticulture*

- Community Garden beds

### **POTENTIAL PARTNERS**

- City of Santa Clara Library
- City of Santa Clara Parks and Rec
- Santa Clara University
- Local schools
- School PTAs
- Senior Advisors
- Community organizations
- Clubs: Recreation, Charitable, Rotary and Elks
- Local food vendors/trucks
- Off the Grid food trucks
- City Lights coffee
- Golden State Brewery
- Taplands
- Triton Museum
- De Saisset Museum
- Cultural Commission
- Master Gardeners/Arborists
- Liberty Towers
- OQRA (Old Quad Res Assoc)
- Lucid Comics
- Illusive Comics
- Corporate sponsors



# Existing Conditions

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Mission Branch Library and City Plaza Park are both important public spaces in the City of Santa Clara. The park is an attractive and well maintained green space with beautiful mature trees that help create a pleasant mix of sun and shade. It is also a nice scale for a neighborhood park of this type. The library has recently undergone a major renovation and is a beloved and active community destination for residents of all ages.

Despite these inherent positive attributes, the park and the library are still not reaching their full potential as vibrant, welcoming, and active public spaces. In general, the park does not have areas that encourage social interaction and activity and the atmosphere is pleasant but passive. The main entrance to the library has some fixed seating, but there isn't much happening there - the gazebo is a memorable feature but it's disconnected from the library physically - the lawns are healthy but there aren't any amenities that encourage visitors to play on them.







1. From one block away, at Homestead Ave, there are very few visual clues that an inviting green space and community destination are just at the end of the street.
2. Existing picnic tables and seating are limited.
3. Elements such as the gazebo entrance, paths and benches are not strategically arranged to support activity and create connections between park areas and the library.
4. The open plaza space in front of the branch has some fixed seating (low walls) and is a natural gathering and meeting space - but it is lacking the right atmosphere and range of uses that will encourage visitors to spend more time here.



# Project Vision

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During our previous Power of 10+ workshop and in various conversations with City staff and community stakeholders, Mission Branch Library and City Plaza Park have been consistently recognized as public spaces in Santa Clara with great potential for further activation and deeper community engagement.

The current pilot project will test and refine strategies for unlocking that potential through a series of small investments in amenities, programming, and physical improvements. The goal is to transform the park and library into a space that provides many reasons for community members of all ages and backgrounds to gather together. This newly activat-

ed space will help strengthen community bonds and provide opportunities for citizens to learn skills, share knowledge, have fun, make friends, and celebrate the diversity, creativity, and history of Santa Clara.

In addition to exposing new audiences to the park and library - many of the ideas here also aim to more deeply engage community members who are already using the spaces in a limited fashion.

For example - how could additional flexible play equipment, comfortable amenities, and expanded programming help transform a short family visit to the library into an entire morning or afternoon full of memorable

experiences? Or how could outdoor classes and a new atmosphere make the library entrance a place where interactions between seniors and teens are common?

The initial outreach for the project has helped to inform a project vision that builds on existing assets in five key outdoor sites, designated in this report as Library Plaza, Gazebo Zone, Free Play, Flex Lawn and Intersection. Although the recommendations that follow address each site individually, the ultimate goal is for the park and library to operate together as one - a distinct community destination full of many layers of use and activity, benefiting all of the residents of Santa Clara.

Family Programming,  
Burnside Park,  
Providence, RI









# Library Plaza

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Library Plaza is the site with the most potential for a very direct connection with the Mission Branch Library itself. It should be programmed and conceived of as an outdoor room that creates strong links between what is happening inside the library with the park and the surrounding neighborhood. A successful activation of this space will broadcast the message that the Mission Branch is a lively and welcoming community hub with activities that extend well beyond its walls.

Library Plaza should be home to a wide range of activities - from everyday casual use, to scheduled programs, to special events. Our recommended suite of amenities will help to support these uses and be flexible enough to accommodate new ones. In particular Library Plaza needs more seating. We recommend using several different types of furniture in the space together to serve different users and activities.





## Recommended Programs



### Daily: Open Reading and Game Room

A variety of books, periodicals, and games should be available for visitors of all ages to enjoy in the space including newspapers and magazines for teens and adults, children's books for families, and board, card, and table games for everyone.



### Daily/Weekly: eBook Onboarding and Use

- Provide assistance to visitors interested in accessing the libraries eBook collections.
- Offer loaner devices in the space
- Take advantage of the fast wifi in the park



### Weekly: Game Clubs

The plaza should host regular meetings for adult and youth clubs that play Chess, Go, or other board/table games



### Weekly: Small Classes / Workshops

The space can be configured to host a variety of small classes and workshops including activities that might make more sense outside like children's art classes.

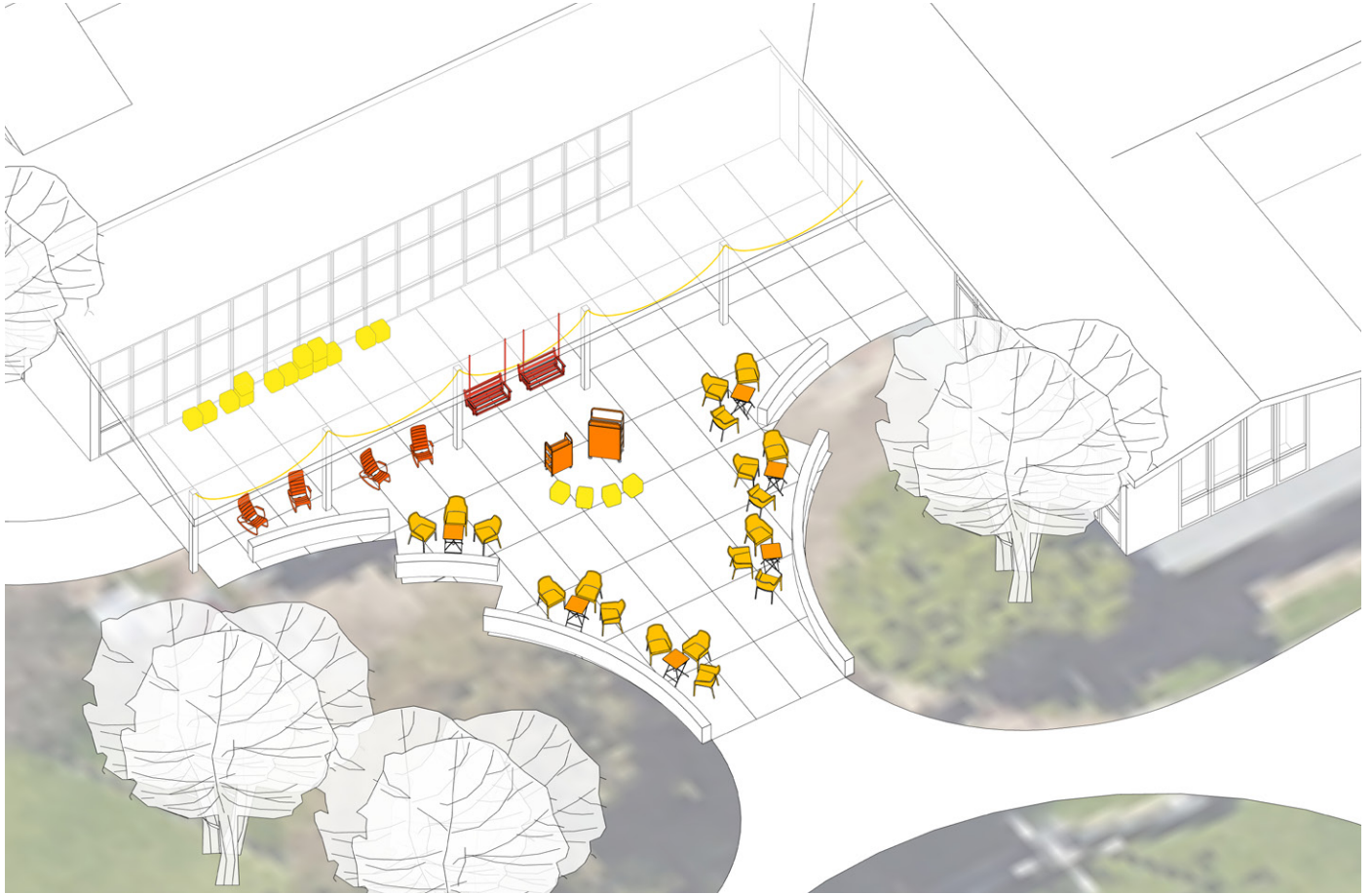


### Monthly: Performances/Readings/Lectures/Panels

The plaza could support a regular series of evening events geared towards adults.

# Library Plaza

## Amenities Plan



In order to accommodate both a variety of programs and more casual use, Library Plaza needs more flexible and comfortable seating. We recommend using several different types of seating in the space together to serve different users and activities.

Cafe style chairs and tables will provide a flexible seating solution for many uses - reading, socializing, eating, playing table games, watching performances and participating in workshops and classes. Light cubes will provide fun and flexible seating as stools and can also function as a work

surface and encourage play through stacking and reconfiguration in the space. Rocking chairs and/or porch swings will add a relaxing, comfortable, and unexpected seating option to the space.

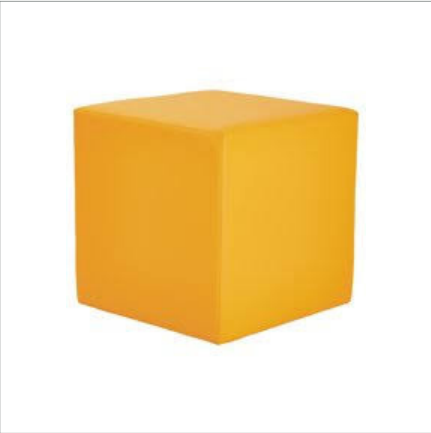
In addition to seating and tables, we recommend that e-readers, books, periodicals, table games, and lawn games be made available here for use in the plaza and throughout the park. Books and periodicals can be stored and displayed on library style carts - while e-readers, games, and art supplies can live on the teaching easel from Copernicus.



20'



Recommended Amenities



Light Cubes



Fermob Tables



Nardi Chair



Porch Swing



Fermob Rocking Chair



Copernicus Tech Tubz® Dual Duty Teaching Easel



Book Carts



E-Readers / Tablets



Table Games

# Gazebo Zone

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The Gazebo Zone encompasses the Gazebo structure itself and the park space surrounding it. It is an area that can support scheduled programs, public art installations, performances, open play and more.

The size and configuration of the Gazebo make it a potential venue for scheduled programs such as group exercise, workshops, and classes. Unfortunately, the current access to the Gazebo limits its potential, especially for performances. By augmenting the current ramp entrance with a wide set of steps, the Gazebo would be transformed into an outdoor

stage with a more direct visual and physical connection to the Mission Branch and Library Plaza.

In this updated configuration everyday uses would flow naturally between Library Plaza and the Gazebo and scheduled programs would be more accessible and visible. A new outdoor performance venue would also be created, with performers using the gazebo as a stage, and audience members seated in the surrounding park space and Library Plaza.





## Recommended Programs



### Daily: Group Exercise

The Gazebo is a perfect venue for group exercise classes - Yoga, Tai Chi, Zumba, etc



### Weekly: Small Classes / Workshops

The space can be configured to host a variety of small classes and workshops including activities that would benefit from the more enclosed feeling of the gazebo



### Monthly: Music/Dance/Theater Performances

Once the recommended physical improvements are made to the entrance - the Gazebo will become an excellent stage for regular performances in the park.



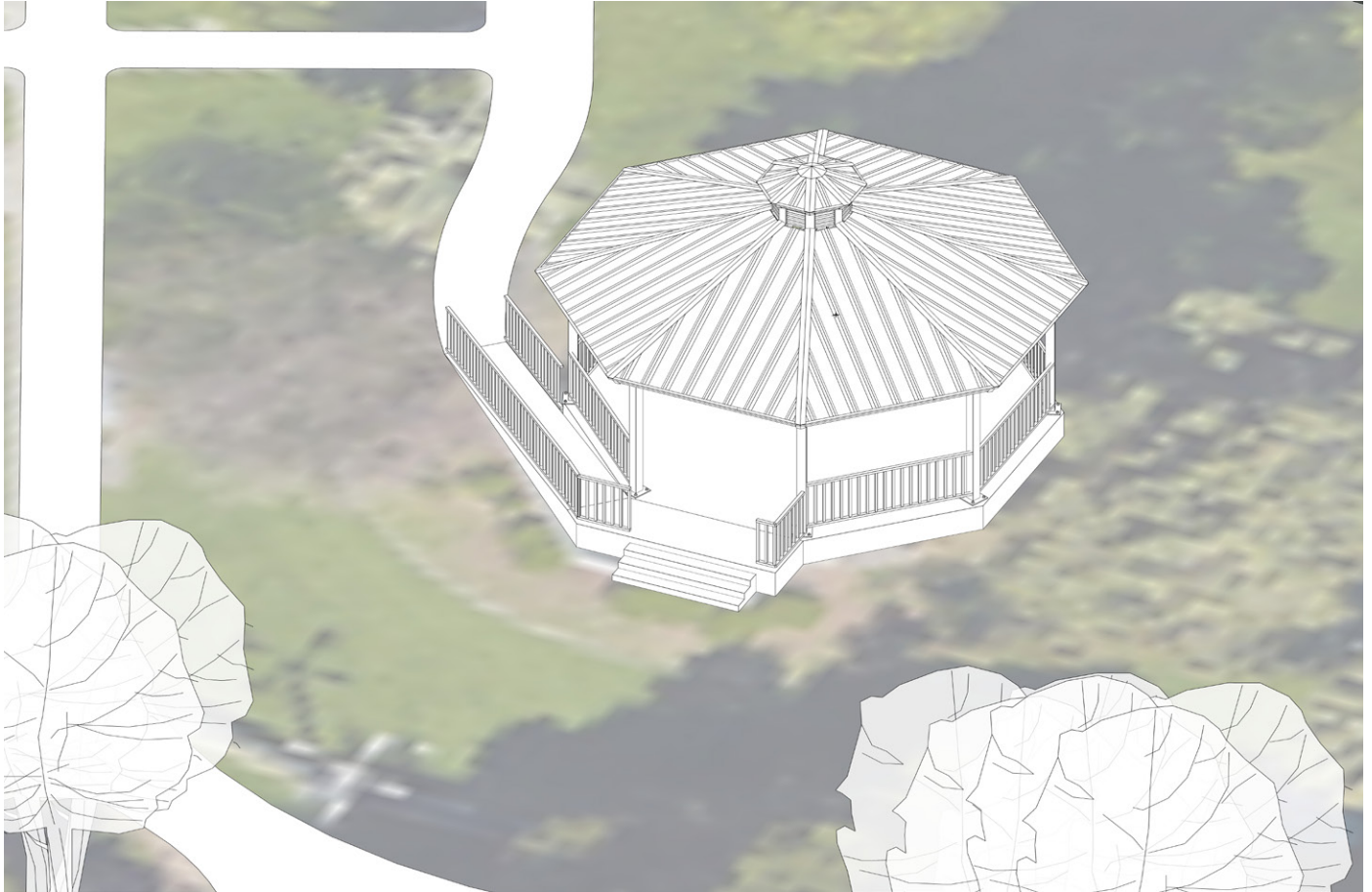
### Seasonal: Art Installations

The Gazebo could become a regular venue for installations by local artists and designers.



# Gazebo Zone

## Physical Improvements



A simple set of physical alterations to the Gazebo and surrounding area are necessary for the Gazebo Zone to better support programming and performances and to create a stronger link with Library Plaza:

1. Remove the existing railing along the south side of the gazebo entrance ramp landing.
2. Install a wide set of steps along the south side of the gazebo entrance ramp landing.
3. Install a wide path between the new steps and Library Plaza (optional).



20'



Existing Conditions





# Free Play

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The Free Play area encompasses the quadrant of City Plaza park with the most direct connection to the new outdoor amphitheater space at the Mission Branch. As storytime for children is the anchor program for the amphitheater we recommend activating the surrounding park space with a focus on family activities.

The Free Play area should be highly flexible. Modular play equipment from Imagination Playground and other fun and flexible play items can be deployed in the area during scheduled times and ideally in conjunction with other

family programming such as storytime and art classes. We recommend a mix of fun movable amenities such as sling deck chairs and/or adirondack chairs for seating.

In order to best support a wide variety of activities and to bring new energy and possibility to the space, we recommend an artist-led installation around one of the existing trees such as a small colorful platform or deck. By creating another micro-destination in the space, this project will help to better define play and programming spaces and give kids multiple spots to shuttle between during open play time.





## Recommended Programs



### Daily: Imagination Playground

A suite of modular play equipment from Imagination Playground should be available for supervised use several days a week - ideally in conjunction with other family programming like Storytime



### Daily: Lawn and Table Games

Various lawn and table games should be available for use several days a week.



### Weekly: Art/Theatre in the Park

In conjunction with youth programs at the library - there could be a weekly themed art and/or theatre program based in this area. If the tree platform is created - it could be a perfect small stage for rehearsals and performances - and a stable work surface for art projects.

# Free Play

## Amenities and Improvements Plan



Amenities and Improvements in the Free Play area will create a flexible space with mini-destinations that encourage activity and play.



Recommended Amenities + Improvements



Adirondack Chairs



Deck Chairs



Imagination Playground



Giant Jenga



Corn Hole



Badminton



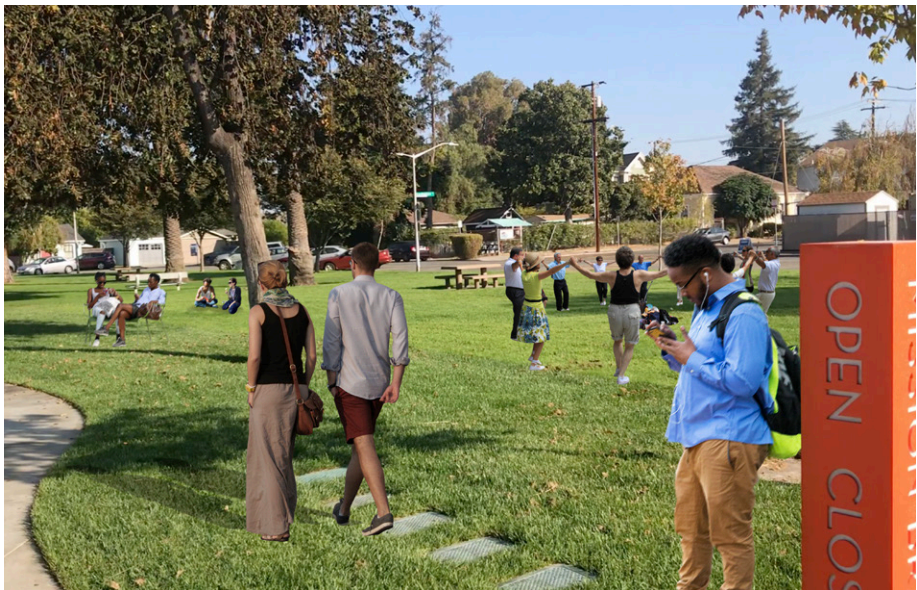
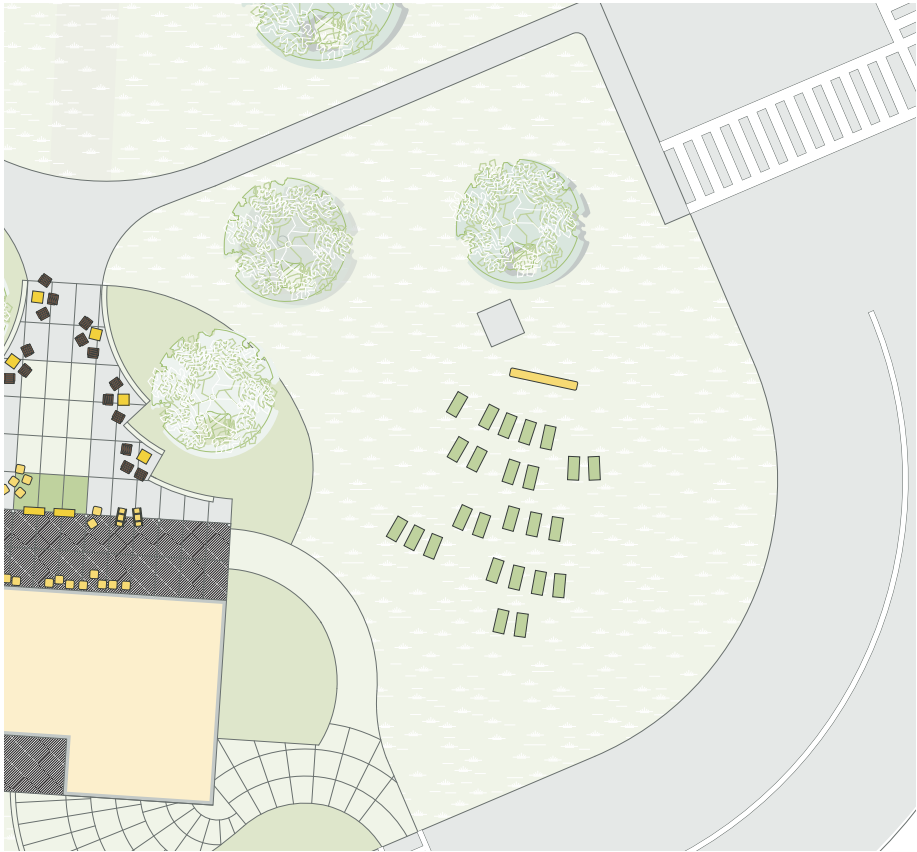
Sound Sculpture



Tree Platform

# Flex Lawn

The Flex Lawn is another open park space with good potential to support lawn games and other activities on a daily basis as well as larger special events like movie nights.





Recommended Programs



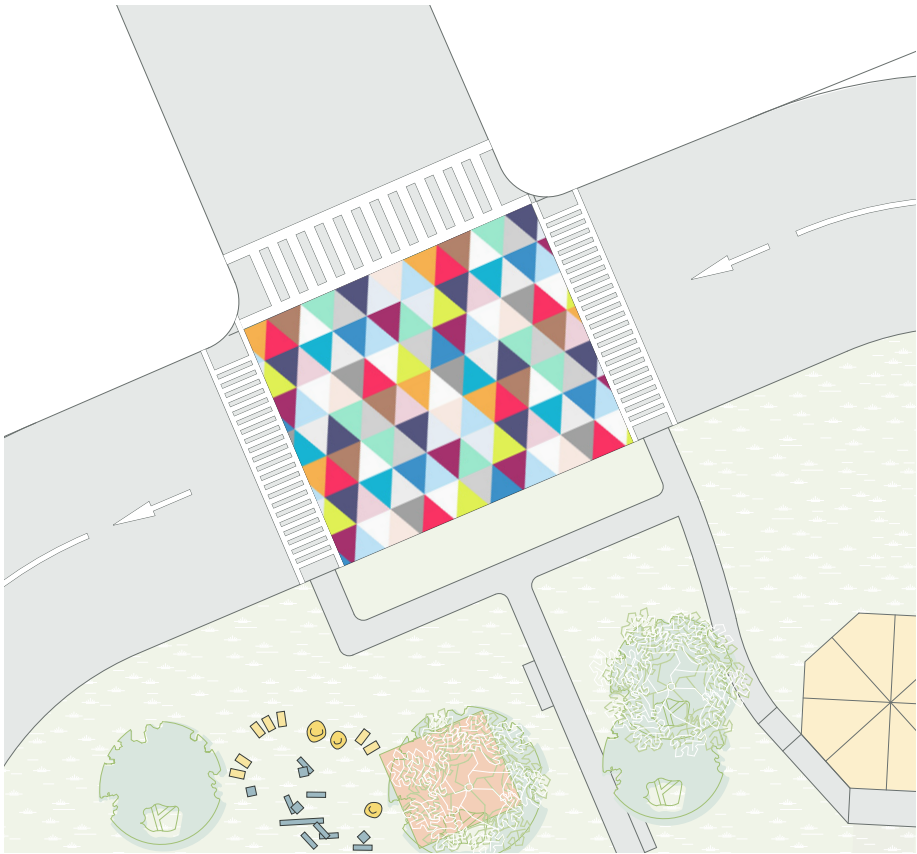
Monthly: Sunset Cinema



Seasonal: Community Picnics

# Intersection

The intersection of Main St. and Lexington St. along the northern edge of City Plaza Park is a key gateway to the park and library. The site offers an opportunity to experiment with a pavement mural and other temporary art installations as a strategy for better defining this edge of the park and broadcasting the new energy of the pilot project to the surrounding neighborhoods.





Improvements



Street Mural



Banners



# Implementation Strategy

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## What to do first

When embarking on the early phases of a placemaking project it is vital to gauge the team's capacity and make sure that limited human and financial resources aren't spread too thinly. The preceding pages are full of many ideas for how to activate and improve the library and park - but they don't all have to be implemented simultaneously to ensure the future success of the project. On the other hand, it is also important to invest sufficient resources, energy, and commitment to each new phase of the project for new programs and activities to catch on and for community members to begin to embrace the new things as consistent elements of their visits to the library and park.

The local team should review the recommendations in this report and think strategically about which programs and amenities are the best fit for the first phase of the pilot project. If resources are limited, we advise

that the team focus on the Library Plaza and Free Play areas before expanding to other parts of the site.

## Partners, Partners, Partners

In order for the pilot project to succeed and for future placemaking efforts at the park and library to build on that success, it is critical that the core project team establish a range of partnerships with local businesses, organizations, institutions, and community groups.

Library and Parks staff will necessarily play important roles in implementing and coordinating the project, but perhaps their most important role is bringing partners into the process. All of the five areas identified in this report present opportunities for outside groups to contribute resources and programming to the project - the next step is to engage with the potential partners listed here (see Meeting and Workshop Notes) and others and get them involved.

One strategy for managing the involvement of partners is to establish consistent themed programming slots and then seek out partners to fill them. If the team decides to test regular free group exercise sessions in the Gazebo at a set time (eg. Tuesdays at 10am) - multiple teachers from across Santa Clara could be contacted about running a class - but this shouldn't preclude working directly with enthusiastic partners to create programs that make sense for their schedule and capacity.

Hopefully this report can be used as a conversation starter with potential partners to explore their role in the project. The key to vibrant and active community-led public spaces is that many people contribute to them and feel real responsibility for making them successful.

Free Play Lawn in front of the Library





## Create Connections

In addition to involving local partners in programming for the park and library, it is equally important to strengthen physical and programmatic connections to nearby destinations.

For example, there is a great opportunity to create a strong connection between the library and park and the regular Saturday farmers market (9am - 1pm year round) on nearby Jackson St. The team should meet with the market organizers to learn more about their programming schedule and discuss how to provide a complementary set of activities at the park and library.

We can imagine a family that regularly visits the farmers market expanding the time they spend downtown if there are compelling programs happening in the library and park on Saturdays too. Given how close the two destinations are visitors could easily walk between them, especially if good wayfinding is provided.

As mentioned in our community workshop - these kind of programmatic connections are essential to re-establishing downtown Santa Clara as a walkable district that is full of layers of activity. By concentrating on Saturdays, the local team and partners can begin to discover the combination of additional programming, partnerships, connections, and physical improvements that are needed to transform this small district into a place where visitors are more likely to spend several hours at a time.

## Ongoing Community Engagement

For the pilot projects to mature and evolve into successful and sustainable elements of the park and library, the local team needs to be interfacing with community members regularly to gather feedback on what is working, what needs to change, to solicit new ideas, and to find more opportunities for people to weave the park and library into their daily routines.

This ongoing community engagement can and should take many forms:

- Library staff can set up feedback stations at larger events to gather input on existing programs and ask community members for new ideas.
- Online and intercept surveys can allow staff to gather similar feedback from a broader audience.
- A follow-up community workshop would give the group the chance to re-assess the key areas and compare their progress against the baseline information gathered in the October 2018 workshop.
- A social media campaign could encourage park and library visitors to post about their favorite programs and improvements - a great way to find out what is resonating and promote the pilot projects.

Most importantly, staff and partners need to embrace and promote the idea that the park and library are vital community spaces with the potential to become even more essential destinations for the people of Santa Clara. The sense that there is “something happening here” can be infectious -

especially when community members feel that they are active participants in creating a great public space. Community engagement isn't just about feedback and ideas, it's about creating a culture where community members have a tangible sense of pride, ownership, and responsibility for the shared assets in their community.

## Placemaking is Iterative

‘You are never finished’ is the mantra of successful public space managers - the process of activating and improving the park and library should embrace this ethos from day one.

The goal of the pilot projects is to kick-start an ongoing process that continually refreshes and renews the life of the park and library. When we look at the most successful public spaces around the world, the people and organizations who manage them all share this perspective. They are stewards who recognize that the work of making fun, welcoming, vital public spaces is ongoing - that there is no perfect process for community engagement - and that it is better to go ahead and try new ideas, even if some don't succeed, than to be overly cautious.

In addition to the specific recommendations outlined in this report, Project for Public Spaces maintains an ever growing library of tools, resources, and inspiring case studies at [www.pps.org](http://www.pps.org) - we encourage all team members and partners to take advantage of this information.

