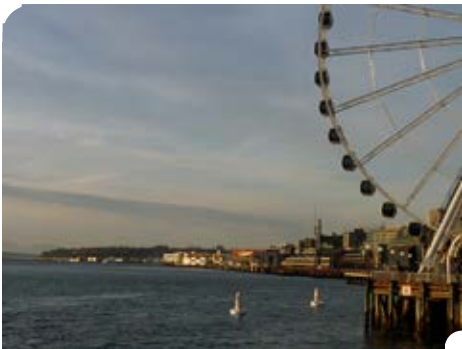


# SUSTAINABLE CITIES



PARIS  
NEW YORK  
MARSEILLE  
CLEVELAND  
NANTES  
WASHINGTON  
LILLE  
BALTIMORE  
LYON  
SEATTLE



## SUMMARY OF FINDINGS

FROM THE

### SUSTAINABLE CITIES STUDY TOURS

RECIPROCAL EXCHANGES OF FRENCH & AMERICAN  
URBAN-PLANNING PROFESSIONALS FROM 2011 TO 2013

ORGANIZED IN PARTNERSHIP BETWEEN THE  
**FRENCH-AMERICAN FOUNDATION—UNITED STATES**  
AND THE  
**FRENCH MINISTRY OF CULTURE & COMMUNICATION**

# FRENCH-AMERICAN SUSTAINABLE CITIES STUDY TOURS

**F**rom 2011 to 2013, the French-American Foundation—United States, in partnership with the French Ministry of Culture and Communication, organized an exchange program on sustainable cities for French and American professionals. Each year, the program consisted of two study tours, one in France, one in the United States, which showcased successful models and innovative approaches to urban planning and sustainability. This multi-year approach allowed for the examination of several facets of urban sustainability: environmental factors were considered alongside the role of culture, economic development, social cohesion, and the promotion of equal opportunity.

Study tour participants included: urban planners, architects and landscape architects, representatives of cultural organizations, and elected officials (see complete list on page 14). These professionals examined a range of projects and ideas through meetings with city officials, on-site visits to ongoing projects, and meetings with community leaders.

The 2011 program focused on cities in transition and the rehabilitation of run-down neighborhoods. In the United States, the French delegation met in Washington, D.C., before traveling to Baltimore, Maryland, and Cleveland, Ohio. The American delegation traveled to Paris and Lille.

The 2012 program examined how green infrastructure can make the urban environment more “livable” for socially vulnerable and underserved residents. The French delegation visited the New York City area to explore these issues, and the U.S. delegation visited Paris, Nantes, and Lyon.

During 2013, each study tour considered the role of arts and culture in improving the livability and economic vitality of cities. The program also explored how cultural policies and practices engage diverse and immigrant communities as integral parts of the sustainable city’s social fabric. The U.S. program took place in Seattle, Washington and the French study tour in Paris and Marseille.

2011

## CITIES IN TRANSITION: REHABILITATING RUN-DOWN NEIGHBORHOODS

UNITED STATES

WASHINGTON, D.C. & CLEVELAND, OHIO

FRANCE

PARIS & LILLE

In 2011, the study tours focused on cities in transition, examining the rehabilitation of rundown neighborhoods, the role of creative placemaking (see full definition on page 10) in transforming neighborhoods, and the engagement of communities as part of these processes.

The U.S. study tour began in Washington, D.C., and introduced the French delegation to local and national sustainable-planning entities through meetings with the National Association of Local Government Environmental Professionals, the National Endowment for the Arts, and the D.C. Office of Planning. The delegates then traveled to Cleveland, where they learned about the city’s challenge of finding a “green” use for its many vacant lots of land, and of balancing sustainability efforts with the responsible historic preservation of many now-abandoned buildings.

The American delegation visited Paris and Lille in December 2011. Both cities are undertaking efforts to revitalize rundown neighborhoods via the Ministry of Housing and Territorial Equality’s PNRQAD program (Programme national de requalification des quartiers anciens dégradés). This is a national effort to rehabilitate blighted urban areas and prevent social exclusion by encouraging the renovation of private housing, ensuring access to public services, and developing new affordable housing and green spaces.

The Paris visit provided a national perspective on urban planning policies and sustainability. The “Grand Paris” initiative — a large-scale urban planning project for the Paris metropolitan region — is spearheading cultural initiatives that are integrated into the planning of large-scale urban sustainability efforts. For instance, the Philharmonie de Paris in the Parc de la Villette, slated to open in January 2015, is part of the “Grand Paris” plan to strengthen the connection between the center of Paris and its surrounding neighborhoods. With most concert halls located in western Paris, the Philharmonie chose to locate in the Parc de la Villette, a diverse neighborhood located at the eastern border of Paris, as one means of reaching out to new audiences. As the European Capital for Culture in 2004, Lille has also incorporated artistic and cultural projects into its urban development plans, building on its industrial heritage and past. The participants met with representatives of Lille 3000, which continues to build upon cultural initiatives started in 2004.





2012

## IMPROVING BASIC AMENITIES &amp; SERVICES IN UNDERSERVED AREAS

UNITED STATES  
NEW YORK, NEW YORKFRANCE  
PARIS, NANTES & LYON

In 2012, the program addressed policies and practices that promote social justice and access to basic amenities and services within the sustainable city. The two study tours also explored cultural projects that help revitalize the social fabric of underprivileged neighborhoods. Participants saw examples in both countries of how green infrastructure and nature can make the urban environment more livable for socially vulnerable and underserved residents.

The November 2012 New York City metropolitan area study tour occurred four weeks after Superstorm Sandy. As a result, much discussion focused on planning efforts in the New York City metropolitan area after this major storm. The challenge of planning on a regional scale was a theme repeated throughout the week, especially in reference to coordinated planning efforts to deal with disasters like Superstorm Sandy.

The intersection between sustainability, cultural projects, and economic development was another key question raised throughout the week. French participants visited the “daylighted” Saw Mill River in downtown Yonkers—for 90 years, the river was buried beneath a parking lot, until 2011, when the river was unearthed, marking the opening of a new riverfront park. They also toured the site of the future Gowanus Canal Sponge Park, which, once opened, will reduce storm water runoff into the canal (a flood site following Sandy), and provide new green space in an industrial part of Brooklyn.

The U.S. delegation visited Paris, Nantes, and Lyon in December 2012. The program began in Nantes, France’s sixth largest city. With an important industrial heritage, Nantes was the 2013 European Green Capital. It also became the first French city to introduce a tramway in 1987, reducing car usage among city inhabitants. “Le Voyage à Nantes, la ville renversée par l’Art” (A journey to Nantes, the city turned upside down by art) brings site-specific art to public spaces in the Nantes Estuary in a manner that complements the local landscape, whether natural or industrial.

The delegation then traveled to Lyon, France’s second-largest economic center, which has pioneered sustainability efforts with the Confluence Project, a large-scale rehabilitation plan to transform a former industrial district into an extension of the city center containing residential, commercial, and entertainment facilities.

2013

## IMPROVING THE LIVABILITY &amp; ECONOMIC VITALITY OF CITIES THROUGH ARTS &amp; CULTURE

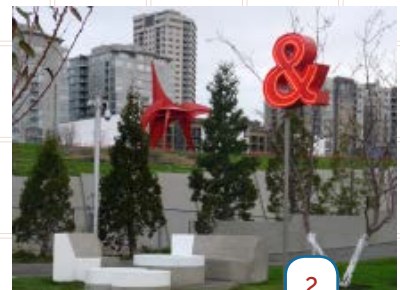
UNITED STATES  
SEATTLE, WASHINGTONFRANCE  
PARIS & MARSEILLE

During the final year, the 2013 U.S. study tour took place in Seattle, Washington, in November, and the French study tour took place in Paris and Marseille in December. Each study tour focused on the role played by arts and culture in improving the livability and economic vitality of cities. The program also explored how cultural policies and practices engage the local community and highlight its diversity as an integral part of the sustainable city’s social fabric. One of the recurring topics was regional planning in the context of a growing city like Seattle and the notions of smart growth and urban sprawl.

The French delegation spent a week in Seattle exploring the measures and policies that the Northwestern metropolis has taken to make the city more livable, green, and sustainable. A visit to the Olympic Sculpture Park, a waterfront park opened in 2007, provided the perfect forum for discussing Seattle’s ambitious waterfront redevelopment plans. The Olympic Sculpture Park grew out of a mutual commitment by the Seattle Art Museum and the Trust for Public Land to transform a nine-acre industrial site into an open and vibrant green space for art. Seattle is undertaking massive public-works projects along its waterfront at an estimated budget of more than \$4 billion to reconnect several city districts to the waterfront. With visits to Seattle’s Rainier Valley, one of the most diverse U.S. zip codes, and International District, participants studied how arts and culture help integrate immigrants by involving them in neighborhood life, demonstrating how arts and culture strengthen a city’s social fabric and economic vitality.

The U.S. delegation to France explored important cultural projects in Paris and Marseille, the 2013 European Capital of Culture. The European Capital of Culture initiative — a European Union project — celebrates the important role of cities in shaping European culture. Leading up to its year as the European Capital of Culture, Marseille launched an unprecedented building program to enhance the city and region’s national and global profile, with a focus on ways that cultural development can help achieve lasting regional transformation.

The Paris and Marseille visits demonstrated what creative placemaking can look like in the hands of local officials and community organizations. In Marseille, the group discovered large-scale projects like the newly opened MuCEM (Musée des Civilisations de l’Europe et de la Méditerranée), as well as smaller projects like the Friche Belle de Mai, a former tobacco factory converted into a cultural complex. In Paris, participants were impressed by the CENTQUATRE, a cultural institution built on the former grounds of Paris’s municipal funeral service that houses artists-in-residence and production and performance facilities for artists and audiences from around the world. These facilities are examples of underutilized or vacant urban spaces reclaimed to create new cultural institutions and of employing artists and the arts to re-inhabit these spaces. These approaches suggest how a municipality can effectively integrate arts into a community’s attempts to redefine its direction and reinforce its identity.





# LESSONS LEARNED

## IN URBAN SUSTAINABILITY

During the program's three years, participants visited cities in the midst of change — from cities in transition working to reshape and redefine their urban landscapes to growing metropolises that must meet the evolving needs of their diverse populations. Despite the challenges they face, cities are at the forefront of sustainability efforts in France and the United States, implementing policies to increase their resilience, offering residents improved access to green space and culture and promoting a greater voice for citizens in their communities. The important roles played by various actors — government officials, community-based organizations, cultural institutions, companies, and individual citizens — were stressed throughout the multi-year program.

The French-American Foundation's three-year partnership with the French Ministry of Culture and Communication produced an exchange program that connected urban-planning professionals from both countries, providing them with the opportunity to learn and acquire new ideas by exploring successful models and innovative approaches to urban planning and sustainability. The program illustrates the efforts of the French-American Foundation to promote high-level exchanges between the two countries in ways that maximize the extent to which each country shares its experiences and learns from the other. Our hope is that these exchanges will continue to prove fruitful for both countries for many years to come.

*The approaches that were highlighted for us suggested just how effective a municipality can be in integrating arts into a community's attempts to redefine its direction and reinforce its creative identity.*

**RIP RAPSON**

The Kresge Foundation  
2013 Participant

*Europeans may take their traditional city centers for granted, but for Americans, they are shining examples of sustainability and of practices we should try to incorporate in U.S. urban development. Sustainability is often about traditional, time-honored practices more than about technology and new projects.*

**KAID BENFIELD**

Natural Resources Defense Council  
2012 Participant

*A major takeaway for me was how many of the projects we saw had successfully used art as a means of communicating and delivering on sustainability. Many of the concepts we work on are incredibly difficult to convey and art can be a powerful means of communication. It was incredibly useful to learn about how projects in France get done given the different political structure with such a strong state government. It provided a helpful contrast but also helped us to think differently about the community-based process we employ in the States.*

**KATHERINE GAJEWSKI**

City of Philadelphia  
2012 Participant

*The content of the exchanges always was informative. Even when some parts of the program seemed to us rather surprising, such as the visit to the design school, they turned out to be just as convincing as unexpected. Those unexpected meetings were like an invitation to being more open-minded.*

**JEAN-FRANÇOIS EHRLICH**

ARKOS  
2011 Participant



## FROM CITY TO METROPOLIS: 'GOING REGIONAL' TO SUPPORT SUSTAINABLE URBAN DEVELOPMENT

Over time, the size and character of a city evolve. Some cities, facing an economic and industrial transition such as that experienced by Cleveland or Baltimore, must contend with population decrease. Other cities confront the need to limit urban sprawl while adapting to a growing population. In both situations, urban re-densification is one commonly accepted solution, a means of promoting greater urban sustainability. The main question then is how can we build cities that are more resilient to these changes? How can we facilitate the process of building denser cities? The cities visited during this three-year program are addressing these issues by trying to develop more vibrant neighborhoods and by finding new and innovative ways to repurpose vacant space such as brownfields.

While only local, neighborhood initiatives serve as useful pilot projects and as case studies that can be replicated or "scaled up," participants agreed that planning for urban development should be conducted at the metropolitan level. While some solutions can be implemented at the neighborhood scale, it is too limited a vantage point at which to develop a real strategy. A successful strategy benefits from coordination between different levels: local, metropolitan, regional, and national.

### SEE RELATED CASE STUDIES

- Rust Belt Re-Imagined, page 8
- La Confluence: Large-Scale Brownfield Redevelopment Redefines European City, page 12
- 2013 European Capital of Culture, page 13

## CITIES ARE LEADING SUSTAINABILITY EFFORTS GLOBALLY

Today, climate change presents cities with an urgent challenge. In 2012, the French delegation visited the New York City metropolitan region in the wake of Superstorm Sandy, which inflicted \$50 billion in damage on the U.S. East Coast, destroying thousands of homes and directly causing 72 deaths. As the ocean's temperatures continue to rise, coastal cities like New York will face an increased number of intense storms like Sandy. Other issues cities face include maintaining access to natural resources such as water and ensuring the availability of energy for their citizens.

In this context, cities must become more resilient to the consequences of climate change. Cities are also leading efforts, locally and globally, to reduce their impact on the natural environment and limit climate change.

In France and throughout Europe, green standards are generally integrated into all urban projects, unlike in the United States, where the implementation of sustainability measures has been slower. Yet, in both countries, cities that face great challenges are leading efforts to confront climate change.

### SEE RELATED CASE STUDIES

- Reclaiming a Post-Industrial Waterfront, page 9
- Brooklyn Waterfront Greenway, page 10
- Large-Scale Brownfield Redevelopment Redefines European City, page 12

## CULTURE PLAYS A LEADING ROLE IN SHAPING CITY SUSTAINABILITY

Culture and artists play a significant role in revitalizing cities and making them more livable. A focus on culture and the arts creates a setting that accommodates a higher quality of life. Cultural institutions and artistic projects provide for a greater sense of community and encapsulate the traditions, heritage, and diversity of a people.

As the European Capital of Culture initiative in Marseille demonstrated, culture can also advance the economic, environmental, and social objectives of the sustainable city. Artistic and cultural projects provide economic opportunity for various sectors and increase the appeal of cities for tourists, businesses, and inhabitants. Such projects often accompany efforts to make a city greener, offering a healthier and cleaner setting and mitigating harmful impact to the natural environment.

### SEE RELATED CASE STUDIES

- EuraLens: From Mining to Culture, The Regeneration of a Region, page 11
- 2013 European Capital of Culture, page 13





# FRANCE & THE UNITED STATES: COMMON CONCERNS ADDRESSED THROUGH DIFFERENT APPROACHES TO URBAN PLANNING

Although French and U.S. cities face similar challenges, program participants were struck by their different approaches to urban planning, mainly due to each nation's governance system. In France, the national government has a greater reach, playing a unifying role across the country. In the United States, initiatives come more often from the community and civil society. In both cases, each country has lessons to offer the other on a wide range of questions related to urban sustainability: How can citizens be included in the decision-making process? What are the roles of the community and the private sector? What is the right scale at which to develop innovative solutions?

## COMMUNITY ENGAGEMENT IS ESSENTIAL TO URBAN GOVERNMENT

In urban revitalization initiatives, community and civic engagement strategies play a key role in local governance structures, allowing citizens to influence the policies that impact their well-being. Throughout this program, the question of citizen participation was often discussed. How do we include individual citizens in the decision-making process? How do we make sure to consider the opinions of all community members impacted by a project? There is a will in both countries to take greater account of the views of the people who live and work in these cities and rely on their infrastructure. In the United States, participative processes are more advanced than in France — projects rely far more on the initiative of local residents and communities, with the added support of the private sector.

French participants also had the opportunity to gain a better understanding of the notion of community that is specific to the United States and very different from that in France. In France, the first article of the 1958 Constitution states that "France shall be an indivisible Republic," thus establishing a unitary conception of the French people. In practice, this means that all citizens are treated the same in the public sphere and that legislators are legally prohibited from recognizing the existence of minorities who might have collective cultural, religious, or linguistic traditions specific to their community.

Unlike in France, projects in the United States are more often designed and developed by and for the communities they impact, taking into account each case's specificities. This difference was highlighted when issues of immigration and integration were discussed during the program. France has historically promoted an assimilationist model that has demonstrated certain limits, and French participants were particularly interested in the community-based approach so often adopted in the United States.

### SEE RELATED CASE STUDIES

- Rust Belt Re-Imagined, page 8
- Reclaiming a Post-Industrial Waterfront, page 9

## PUBLIC-PRIVATE COLLABORATION CAN ACCELERATE CHANGES

France and the United States also differ from each other in terms of the role played by the private sector in urban development projects. While most funding in France is provided by the public sector, in the United States, the private sector is more often directly involved in the definition of urban projects and in funding significant portions of such projects. Localities increasingly pursue public-private partnerships to implement crucial urban planning projects. A striking example is the redevelopment of Seattle's South Lake Union neighborhood, made possible by investments from Paul Allen's company, Vulcan Inc., and, more recently, the growing presence of Amazon in the neighborhood.

French participants observed that collaboration with the private sector can bring much-needed funding, efficiency, and flexibility even though these benefits do not come without challenges and, sometimes, controversy, even in the United States.

### SEE RELATED CASE STUDIES

- South Lake Union Development, page 7
- EuraLens: From Mining to Culture, The Regeneration of a Region, page 11

## LARGE-SCALE PROJECTS CAN ACCELERATE CITY TRANSFORMATION

In France, grassroots projects are less common, and instead, a top-down approach is much more prevalent. Major roles are played not only by regional governments but also by the national government. This approach has facilitated the development of very ambitious and large-scale projects in France such as Lyon's Confluence Project, one of the largest brown-field redevelopments currently underway in Europe. Planning for urban development at a metropolitan or even regional level is often more efficient and allows for more ambitious, larger-scale projects with more expansive budgets than are possible at a local level.

### SEE RELATED CASE STUDY

- La Confluence: Large-Scale Brownfield Redevelopment Redefines European City, page 12





*This study tour helped me to realize that we had common concerns (sustainability, social cohesion, or economic development), but we address them differently. So it was not so much about identifying best practices but trying to think differently to later experiment with new measures.*

#### **ANNE GÉRARD**

Deputy Mayor of Poitiers, France  
2013 Participant

*I learned a great deal about the differences in the way the French approach what are in many respects very similar problems. To some extent, I am envious of the regional approaches I learned about and of the French national consensus that supports cities and translates ultimately into the capital investments that the evolution of cities requires.*

#### **MICHAEL BRAVERMAN**

City of Baltimore  
2012 Participant

*This trip was very refreshing. It encouraged me to wonder about some of the operating methods that are largely accepted in France but are not at all employed in the United States, especially in regards of the funding of arts and culture.*

#### **SÉBASTIEN CAVALIER**

City of Marseille  
2013 Participant

*Some of what I saw was extremely impressive, especially in terms of the ambition to attain certain sustainability goals. Energy use, transportation mode share, stormwater management, etc. – these are all issues we are dealing with in our own developments, and although my community is generally regarded as progressive and “cutting edge” (at least for the United States), some of the practices I saw go well beyond what we have yet attempted.*

#### **CHRISTOPHER ZIMMERMAN**

Arlington (Virginia) County Board  
2011 Participant

*I have been telling people that the French projects we saw had minimum environmental standards that were beyond the maximum goals of comparable American projects. At least we now know such models exist... I now hope to bring my University of Michigan graduate students to Paris.*

#### **CHRIS LEINBERGER**

LOCUS  
2011 Participant

*I was very interested to see the relationship between the city of Seattle and Amazon based more upon zoning and urban planning as opposed to tax breaks. I think that could be a very good model for other cities looking to attract large corporations.*

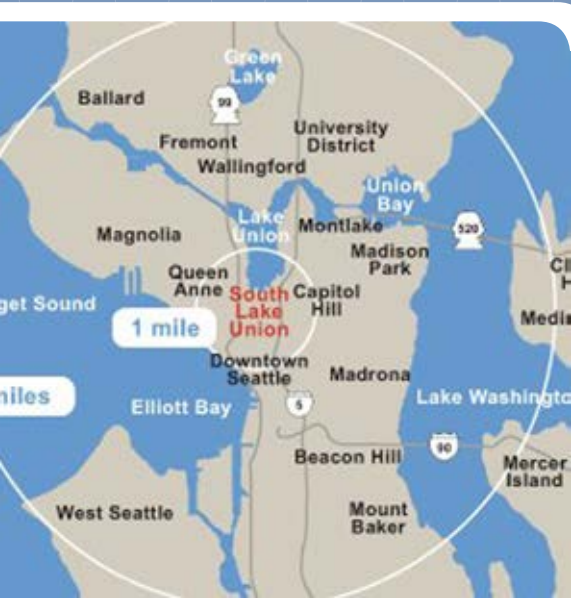
#### **WILL DOIG**

Next City  
2013 Participant



# SUSTAINABLE CITIES CASE STUDIES

To illustrate the lessons learned along the three years of the program, we have selected seven examples among the many projects that have been presented to the participants during the six study tours. The following case studies give concrete examples of the lessons drawn from the Sustainable Cities program and exemplify the kinds of initiatives presented throughout the program.



## 1 SOUTH LAKE UNION DEVELOPMENT SEATTLE, WASHINGTON (2013)

More than a decade ago, the South Lake Union (SLU) neighborhood, located close to Seattle's downtown area, consisted of surface parking lots and vacant or underutilized warehouses. When French participants visited the neighborhood in fall 2013, it was clear that SLU was in the midst of a fundamental transformation, rapidly becoming one of the most dynamic neighborhoods within Seattle, home to REI's flagship store as well as Amazon's new headquarters.

The first signs of change occurred in SLU in the 1990s, when the initial wave of pioneer projects—the Fred Hutchinson Cancer Research Center and ZymoGenetics—were established in the neighborhood. Around that time, Vulcan Real Estate, a Paul G. Allen company, started to acquire land in SLU, ultimately becoming the largest landowner in the neighborhood. Vulcan has remained involved as a key stakeholder in the revitalization of the neighborhood. Owning 60 acres in the heart of South Lake Union, the development company had enough real estate to plan and design a district, not just grow it a building at a time. Since 2004, Vulcan has delivered over 5 million square feet in 24 new office, life sciences, and mixed-use projects, including 1,367 residential units.

In the early 2000s, Vulcan approached the city with a plan to develop SLU as a life science, technology center, and residential community. The city administration was receptive to Vulcan's vision to create a driver of economic opportunity and broaden the city's tax base. This partnership between the city and Vulcan, while not without tension, has helped generate change in the neighborhood.

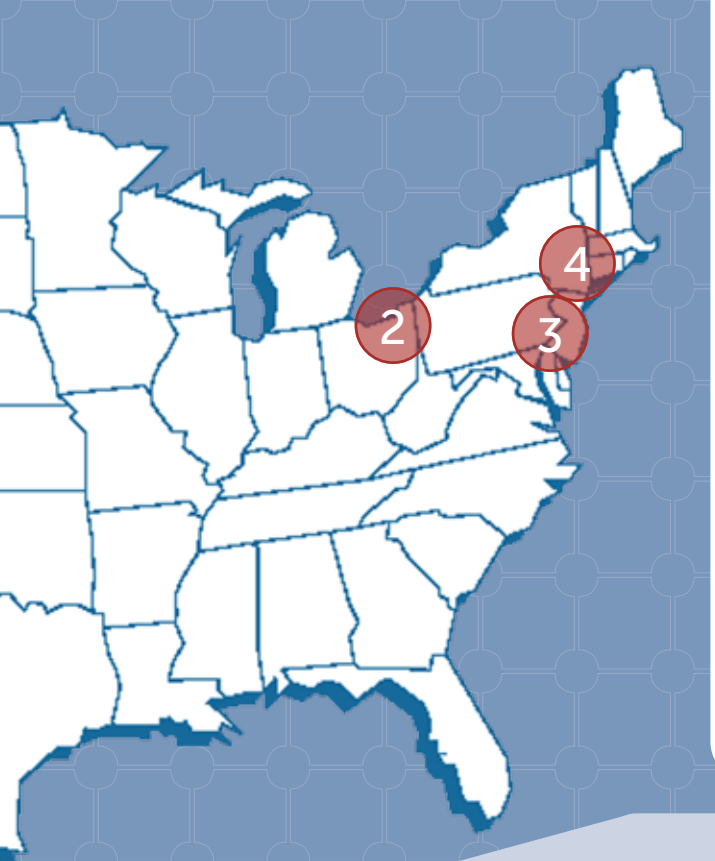
A key step was taken in 2004, when the city of Seattle, as part of its Comprehensive Plan, designated SLU as a Regional Growth Center, rezoning the neighborhood to allow greater density and height; this meant that the neighborhood would attract a significant share of Seattle's future population and employment growth. Urban center policies include zoning, infrastructure, and transit investments to support high-density employment and create a mixed-use neighborhood. For instance, a new streetcar line that crosses the neighborhood and connects it to the rest of the city is planned, and minimum parking requirements for new developments have been eliminated.

More recently, Amazon also started to invest in the neighborhood when it decided to install its new global headquarters in South Lake Union. Developed by Vulcan Real Estate, Amazon's project is comprised of nine new buildings, preserves two historic structures, and has created four art-filled public plazas, ten new dining entities, and the neighborhood's only medical clinic. Creating more than 10,000 permanent jobs and bringing in over \$9.5 million in new tax revenue annually, Vulcan's neighborhood redevelopment project has also drawn \$600 million in investment for public infrastructure projects such as parks and expanded transit services, as well as \$5.7 million for affordable housing.

Amazon decided to play an important role in the revitalization of the South Lake Union neighborhood as part of an effort to appeal to the top-notch talent it hoped to attract. Coordinating closely with city administrators, Amazon has created urban amenities usually provided by local government. As the headquarters continue to expand, the company made a deal with the city to develop three alleyways that are technically city property. As part of the agreement, Amazon is required to build wider sidewalks, construct two blocks of separated bike lanes, contribute public art to the area, add a streetcar to the existing system, and create a dog run. The company will not only fund these projects, but will also design and build many of them.

1





## RUST BELT RE-IMAGINED 2

CLEVELAND, OHIO (2011)

What does a community do when a city built for 900,000 residents finds itself with less than half of that population and 3,300 acres of vacant land within city limits but, at the same time, wants to create a healthier, greener, and more economically vibrant city? In 2011, the French delegation visited Cleveland, Ohio, a city trying to answer this question.

Re-Imagining a More Sustainable Cleveland is a collaborative effort to address population decline and large-scale urban vacancy. This ongoing initiative is led by Kent State University's Cleveland Urban Design Collaborative (CUDC), the City of Cleveland, Neighborhood Progress, Inc. and ParkWorks, along with 30 partner organizations from the Northeast Ohio region. Launched with a vacant lot study in 2008, this project aims to turn vacant lots into useful and productive spaces for neighborhoods by involving city residents and combining public and private initiatives.

A competitive vacant land-reuse grant program has engaged neighborhood residents and other community stakeholders by challenging them to turn vacant land bank property into community assets and pilot ideas generated from the 2008 vacant lot study. The selected projects enhance ecosystem function, provide economic and health benefits, and inspire community pride. Greening strategies implemented in Cleveland have included side yard expansions, pocket parks, rain gardens, and native plant nurseries. Some projects have repurposed land for agricultural use: community and market gardens, orchards, vineyards, and farms. These projects provide healthy and local produce to inner city neighborhoods, many of which do not have ready access to grocery stores or fresh food markets.

Since 2007, the CUDC has also managed the "Pop Up City" program, which explores temporary uses for vacant property. Pop Up City uses ephemeral art and design projects to bring empty spaces to life, demonstrating "how vacancy can be an opportunity and an adventure, not just a liability."

To make these initiatives possible, the City of Cleveland has improved its land bank operations, water department practices, and zoning code. The Cleveland Community Development Department Land Bank surmounted regulatory issues and public sector challenges to respond to the increased volume of vacant land and the public's interest in using land bank lots for community improvement.





### 3 RECLAIMING A POST-INDUSTRIAL WATERFRONT

#### NEWARK, NEW JERSEY (2012)

Newark, New Jersey's largest city, is located about 8 miles west of Manhattan. Along with a rich cultural and industrial history, the city bears a legacy of high density, scarce green space, and industrial pollution, as well as high poverty and unemployment compared with the surrounding region. Newark is a post-industrial majority-minority city with a proud manufacturing history. With less than 3.1 acres of parkland per 1000 residents in 2011, Newark was one of the most park-deprived urban centers in the United States. Newark has actively been trying to address this challenge, and its current efforts at waterfront redevelopment reflect its long history of community-based activism for environmental justice. Deindustrialized and polluted waterfronts along the Passaic River are now being transformed into public spaces accessible to Newark's residents.

The Passaic River has historically been at the heart of Newark's development, and, to this day, Newark remains a manufacturing center. It is home to the busiest port by volume on the East Coast, which serves the most affluent market in the world. Even though this industrial base led to prosperity, it was accompanied by environmental degradation. For instance, Newark is home to the now-closed Diamond Shamrock chemical plant, a former chemical plant that is one of the most heavily dioxin-contaminated sites in the world, having produced both DDT and Agent Orange. The Environmental Protection Agency declared the shore and 17 miles of the Passaic River to be a Superfund site in 1984.

However, because of its location near Downtown Newark and Penn Station, the riverfront presented unique opportunities for Newark's revitalization as well as for its residents. Thanks to the Superfund designation, federal organizations and states agencies have partnered to clean and restore the river and its shore.

The Ironbound Community Corporation (ICC) is a key player in these efforts, providing social services to the residents of the Ironbound neighborhood of Newark, which is densely populated, multi-ethnic, and predominantly working-class. The Ironbound remains an industrial neighborhood, and the ICC also serves as an environmental advocate on behalf of the community. The ICC first began engaging residents in community-based planning in 1999.

The ICC's efforts resulted in a Community Master Plan and an Open Space and Recreation Plan for the city. Because of recent growth in residential development, the Passaic River Waterfront represented the last opportunity for green and recreational space for a community in need of both. The ICC worked with the City of Newark to ensure that the new riverfront park would serve all of Newark's residents and that residents would see it as a shared citywide resource.

When study tour participants traveled to Newark in November 2012, accompanied by a representative from the ICC, they visited Essex County Riverfront Park, which features sports fields and playgrounds. At the time of its inauguration in May 2012, the park represented the only public green space along Newark's waterfront. A second, adjoining waterfront park opened in summer 2013.

The ICC and the City have organized public boat tours to help build a constituency for the Passaic. Other initiatives include working with young people who live in a public housing development right next the riverfront to create an exhibit in the City Hall that imagined what the riverfront would be like in the year 3000. From a Gospel Festival to Zumba classes, the city is now focusing its efforts on park programming to make sure that local residents continue to benefit from the park on a daily basis. The city is also committed to ensuring that residents in public and affordable housing adjacent to the new park are able to remain in their homes.





## BROOKLYN WATERFRONT GREENWAY 4

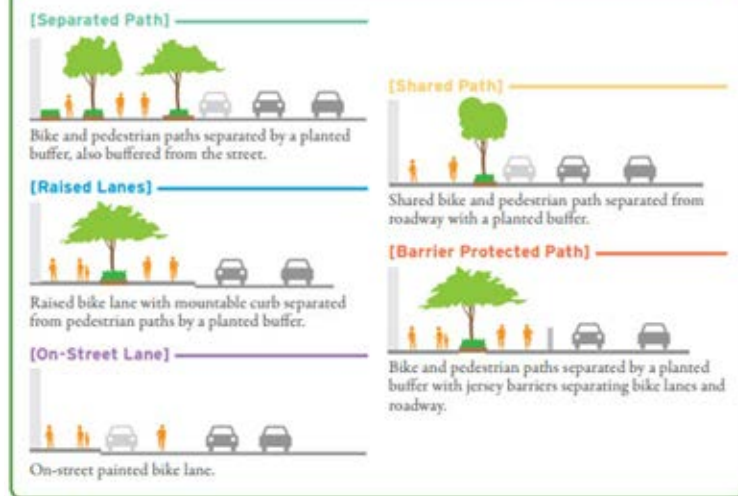
NEW YORK, NEW YORK (2012)

The Brooklyn Waterfront Greenway is a planned 14-mile landscaped route, physically removed from traffic, with separate paths for pedestrians and cyclists. When complete, the greenway will connect neighborhood parks and open spaces along Brooklyn's waterfront, from Bay Ridge to Greenpoint.

In 1998, a group of passionate neighborhood volunteers began working on the greenway, leading to the 2004 incorporation of Brooklyn Greenway Initiative (BGI) as a non-profit organization. BGI, the Regional Plan Association (RPA), and a number of other community-based organizations have worked for over a decade to create a vision for the Greenway. They hosted initial public workshops along the Brooklyn waterfront to develop a Conceptual Plan. The project received seed funding from U.S. Congresswoman Nydia Velázquez. The New York City Department of Transportation (DOT) joined the process in 2009, thus formalizing this community-led initiative. DOT Commissioner Jeanette Sadik-Khan characterized the project, "This plan was designed by Brooklynites for Brooklynites, and it charts a course for a reimagined waterfront..." From 2009-11, BGI and RPA worked directly with NYC DOT to host additional community workshops for further input and feedback, including three rounds of public workshops to tackle design considerations and review route alternatives for the Greenway.

On June 21, 2012, NYC DOT announced its full Implementation Plan for the Brooklyn Waterfront Greenway. Under this plan, DOT divided the route into 23 individual segments, or capital projects, each of which will be designed and built by the City as funding is secured. As of June 2014, five miles of the greenway were in use, with two additional miles being designed. BGI is seeking additional funding to move additional greenway segments toward implementation.

### What Will the Greenway Look Like?



## CONCEPTS IN CITY SUSTAINABILITY

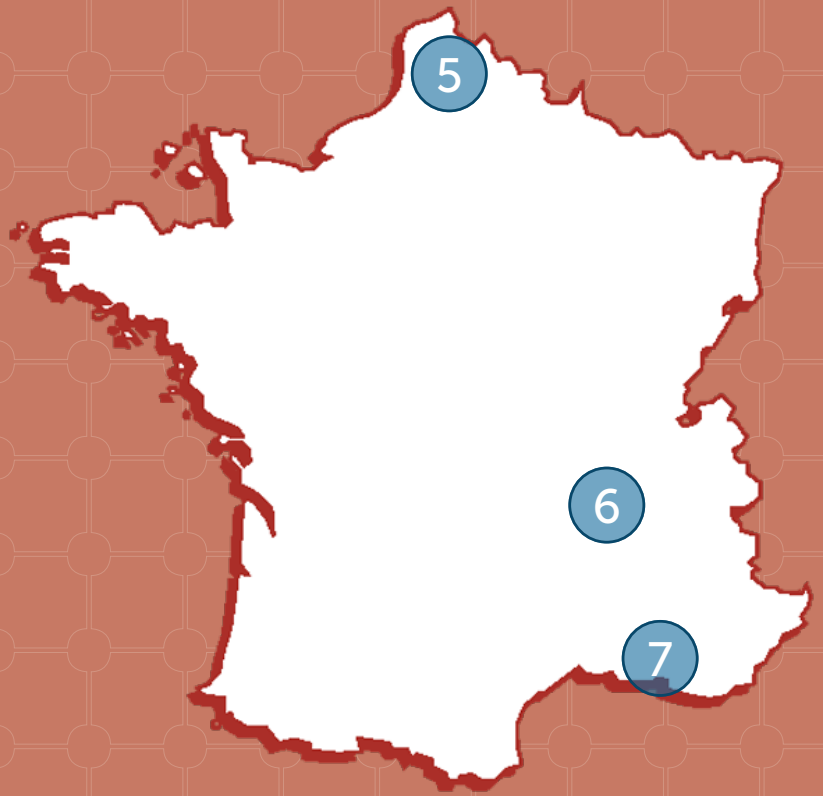
### CREATIVE PLACEMAKING

"In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired."

—*Creative Placemaking* by Ann Markusen, and Anne Gadwa, A white paper for The Mayors' Institute on City Design, a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors and American Architectural Foundation.

### ECO-QUARTIER

The French Ministry of Housing and Territorial Equity defines an EcoQuartier as an urban development project that respects the principles of sustainable development while taking the specificities of its locality into consideration. It must promote the responsible management of natural resources, be integrated into the rest of the urban area, contribute to economic development, offer a range of housing options in order to promote mixed-income communities, and involve citizens in any related planning processes.



## EURALENS: FROM MINING TO CULTURE, THE REGENERATION OF A REGION

### NORD-PAS DE CALAIS, FRANCE (2011)

How can a region transform itself with the help of a new, major cultural institution? This is the question that local authorities, business leaders, and residents from the Lens region, a metropolitan area in the north of France, tried to answer. In 2004, as part of its commitment to establish new cultural facilities outside of the Paris region, the French government founded the first regional branch of the Louvre in France in the city of Lens. For decades, Lens was the capital of France's coal-mining industry. Since the city's last coal mines closed in 1986, Lens has had difficulty reinvigorating its economy and has suffered from high levels of poverty and unemployment.

In 2009, seizing the potential of the Louvre-Lens project, the local government of Lens, in partnership with the French national government and local companies—all already involved in the planning for the new Louvre in Lens—worked together to create the organization Euralens. The organization's aim is to ensure that the city of Lens and the entire Nord-Pas-de-Calais region take advantage of the economic, social, and cultural benefits resulting from the establishment of the new museum. Following the example of the Tate in Liverpool and the Guggenheim Museum in Bilbao, Euralens sought to ensure that the Louvre-Lens would play an important part in the community's regeneration and the reinvention of the region's image.

Euralens has 89 members, comprised of cities in the region, including the City of Lens; public institutions, such as the Louvre; the regional tourism committee; and the SNCF, the national railway company. It also includes affordable housing organizations, local and community-based organizations, as well as private companies, such as Crédit Agricole and Dalkia that fund the Louvre-Lens project. Euralens is also supported by the French national government, and sub-national governments such as the Région Nord-Pas de Calais and the Département Pas-de-Calais.

Euralens offers its members a forum to discuss and vote on key decisions impacting the development of the region. It also created a "quality committee," a group of regional, national, and international experts whose role is to bring an external perspective to Euralens' projects. Among these experts are winners of the French Grand Prix de l'urbanisme such as François Grether, and international experts who have worked on ambitious urban renovation projects such as Pablo Otala for the Guggenheim in Bilbao, Spain, and Dieter Blase for the Ruhr in Germany. In terms of economic development, since its creation, Euralens has facilitated the development of clusters and business incubators in these six economic areas: logistics, digital culture, sports and well-being, the "senior" economy, arts and crafts, and eco-materials.



## 6 LA CONFLUENCE: LARGE-SCALE BROWNFIELD REDEVELOPMENT REDEFINES EUROPEAN CITY

LYON, FRANCE (2012)

The southern tip of Lyon's central peninsula, La Confluence, long devoted to manufacturing and transport, is the focus of an unprecedented urban renewal project.

The area of La Confluence was reclaimed from water by earthworks between 1770 and 1850. Cut off from the rest of the city by two rivers, a motorway, and a railway, this neighborhood developed as an industrial enclave, despite its central location within Lyon. Half of its 150 hectares were occupied by manufacturing and freight transportation businesses, whose decline in the second half of the 20th century freed up substantial plots of land. The other half is a residential neighborhood, currently home to 7,000 people. The district has many assets: a central, waterfront location in Greater Lyon, a neighborhood inhabited since the 19th century, and efficient transport links (a train station, a metro line, and two tramway lines).

A thirty-year plan for the Confluence was developed in 1998. The first phase of the project, now complete, has transformed the area with new green spaces, infrastructure, housing, office buildings, and retail space. The second phase will provide the area with two bridges to improve the connection between the neighborhood and the rest of the city and to make it more walkable.

Set to ultimately double the size of the city center, the Confluence project is one of the largest brownfield redevelopments in Europe. Once the redevelopment is complete, 16,000 residents are projected to live in the neighborhood.

The Confluence project has been recognized for its environmental sustainability—having received the “EcoQuartier” (Eco-District, see page 10 for full definition) designation from the French Ministry of Ecology, Sustainable Development and Energy, the World Wildlife Fund Sustainable Neighborhood label, and the European Concerto label for the low-energy consumption of its buildings. Promoting the establishment of a mixed-income community and encouraging mixed-use development have also been integral parts of the project. The area also now offers a wide range of homes to rent and/or buy on the open market; in addition, there are residential units designated as affordable housing. The goal is to attract a range of residents, both in terms of age and economic status. An effort has also been made to ensure that the neighborhood is practical for its residents, including space for both offices and shops, cultural attractions, and entertainment venues. This reinforces the goal of environmental sustainability, encouraging residents to walk and not rely on their cars, while also fostering a community life.





## 7 2013 EUROPEAN CAPITAL OF CULTURE

### MARSEILLE-PROVENCE (2013)

The "European Capital of Culture" initiative, launched by the European Union in 1985, aims to bring the people of Europe closer together by celebrating the key role played by cities in European culture. Today, the "European Capital of Culture" title has become extremely sought after by cities and regions, since it represents a unique opportunity for a city to take part in a widely visible twelve-month project dedicated entirely to art and culture with significant social and economic benefits. The European Capital of Culture label is reserved for cities seeking to establish themselves as international destinations for arts and culture.

As part of its planning for its year as the European Capital of Culture, Marseille focused on using culture to bring about a lasting regional transformation in terms of its economy, urban landscape, and quality of life for its citizens. Economic objectives included establishing a new image for the Marseille-Provence region that is international, creative, and welcoming, increasing tourist arrivals in the Marseille-Provence region in 2013, and working toward making this increase permanent.

The aim was to unite a region around a strong cultural project. The project showcased the entire region, bringing together about a hundred town and city councils, including Arles, La Ciotat, Aix-en-Provence, and Marseille, representing 1.8 million people.

With an overall budget of 91 million euros, more than 900 diverse artistic projects were organized in 2013, and new infrastructure and cultural spaces were built throughout the region. This budget was primarily financed by government entities: the European Union, French national government, and local entities, with approximately 15 percent from private sources.

The European Cultural Capital designation is perceived as a great boost for a city's development. The economic impact on Marseille and the region was estimated to be considerable. The organizers projected that for every euro invested, six euros of economic benefits would follow, for a total of nearly €600 million. In addition to benefiting the hotel, restaurant, and transportation sectors, Marseille-Provence 2013 was also a tremendous driver for the development of work and employment in the construction industry. Sixty construction or renovation projects, as well as the urban renewal of the Marseille waterfront, were designed by leading international architects. Over the yearlong project, Marseille-Provence 2013 received more than 10 million visits, with 75 percent of French citizens having heard of the project. Marseille also received a boost in media attention; 20 percent of the media mentions appeared in the international press. The New York Times ranked Marseille as the second place to visit in the world in 2013 behind Rio de Janeiro.





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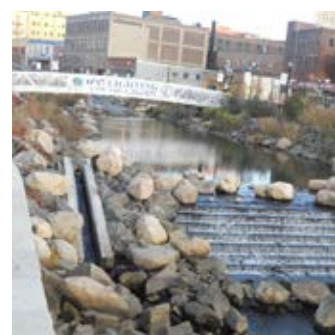
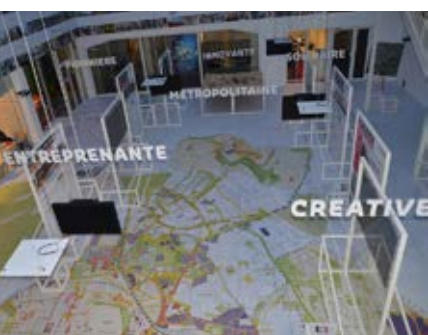
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## ORGANIZERS



**AIRFRANCE**

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## FRENCH-AMERICAN FOUNDATION UNITED STATES

Founded in 1976 and building on more than two centuries of shared ideals between France and the United States, the French-American Foundation—United States works to enrich a transatlantic relationship that is essential in today's world. With its sister foundation, the French-American Foundation – France, the Foundation brings together leaders, policymakers, and a wide range of professionals to exchange views and share experiences in areas of mutual concern for mutual benefit.

The Foundation addresses several current policy issues including education; immigration; security and defense; business and the economy; energy and the environment; urban development and renewal; health care; and cultural policy. Programs include its signature Young Leaders program, conferences, high-level professional exchanges, and study tours for leaders in government, business, academia, media, and culture, creating a rich network of people and ideas for action.

[frenchamerican.org](http://frenchamerican.org)

## FRENCH MINISTRY OF CULTURE & COMMUNICATION

The Ministry of Culture and Communication's mission is to make the major works of humanity, notably those of France, accessible to the general public. To accomplish this mission, the Ministry leads policy pertaining to historic preservation in France and promotes French cultural heritage in all its components, the creation of artwork, and the development of artistic practices and education. The Ministry also oversees various initiatives to grow and promote the global influence of French culture and artistic creation, as well as the French language.

The French-American Foundation—United States and the French Ministry of Culture and Communication have organized a series of reciprocal professional study tours focusing on various cultural aspects of society, dating back to 1998. Past study tours have focused on philanthropy and the financing of culture, the administration and modernization of cultural institutions, historic preservation and cultural heritage, arts education, and digital publishing.

[culturecommunication.gouv.fr](http://culturecommunication.gouv.fr)

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