



# *Nature-Based* PLACEMAKING

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A HANDBOOK FOR UTILIZING A COMMUNITY'S NATURAL,  
OUTDOOR RECREATIONAL RESOURCES TO CREATE A  
TOTAL QUALITY EXPERIENCE AND SUPPORT LOCAL  
COMMUNITY AND ECONOMIC DEVELOPMENT

# FOREWORD



Nature-Based  
PLACEMAKING

*This handbook was developed* through a partnership between the Pennsylvania Department of Conservation and Natural Resources (DCNR) and the Pennsylvania Downtown Center (PDC), a statewide nonprofit corporation. The concepts and methodologies that follow may

be applied as a way for communities that are looking to utilize their natural recreational resources as assets to grow and enhance their community and economic development strategies.

DCNR engaged PDC for the purpose of developing a unified strategy, called Nature-Based Placemaking (N-B Placemaking) that addresses both the economic and the quality of life opportunities that such an effort might provide to communities with the ability to develop those opportunities to their fullest potential. This project came out of DCNR's Pennsylvania Outdoor Recreation Plan 2009-2013: The Keystone for Healthy Living. This handbook and the associated assessment tools can be utilized in communities of all sizes, whether they are rural, urban, or suburban, and with all types of recreational assets.

This multi-year program development effort has been an evolving project as the concept was developed, refined, and then portions of the concept were tested with several pilot projects. Throughout the process, the concept of N-B Placemaking was introduced to a variety of audiences, including but not limited to: two separate American Planning Association PA Chapter annual conferences, two separate PA Greenways and Trails Summits, many local and regional groups, and out-of-state audiences in Michigan, Illinois,

and West Virginia. The positive responses from the variety of audiences reinforced that this concept is relevant to, and filling a need of, many communities with outdoor recreational assets. The development of this concept will continue as the next phase, Nature-Based Placemaking 2.0, is implemented in 2017-2019.

The following DCNR staff deserve thanks for their contribution and involvement throughout the project: Lauren Imgrund, Deputy Secretary for Conservation and Technical Services; Diane Kripas, Division Chief, Recreation and Conservation Partnerships Division, Bureau of Recreation and Conservation; Mike Eschenmann, Division Chief Bureau of Recreation and Conservation, Community Parks & Conservation Division; Michael Piaskowski, Landscape Partnerships and Educational Services Section, Bureau of Recreation and Conservation; Meredith Hill, Director, Pennsylvania Wilds; James Young, Environmental Planner 2.

The following PDC staff also deserves our thanks for their contribution throughout the project: Emily Zebel, Graphic Designer and Maria Wherley, Network Relations and Conference Coordinator (and proofreader).

This project has been a collaboration of efforts, ideas, and strategies among Bill Fontana, Executive Director, Pennsylvania Downtown Center and Julie Fitzpatrick, Assistant Director, Pennsylvania Downtown Center and the many individuals who provided input into the development of this concept. Our hope is that this is only the first edition of many more to come as the world of community revitalization grows and evolves, as well as our understanding of the world around us.

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*This project was financed in part by a grant from the Community Conservation Partnerships Program, the Environmental Stewardship Fund, under the administration of the Pennsylvania Department of Conservation and Natural Resources.*

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COVER, PGS. 23 & 40, EMILY ZEBEL | PGS. 7, 13, 18, 24, 32, 33, 37, & 66, UNSPLASH.COM | PG. 9, PENNLIVE | PG. 10, VISIT PITTSBURGH | PG. 20, WHERE & WHEN MAGAZINE | PG. 22, 25, 29, 41, 62 & 63, JULIE FITZPATRICK



# NATURE-BASED PLACEMAKING CONCEPTUAL HANDBOOK

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## *The Concept of Nature-Based Placemaking*

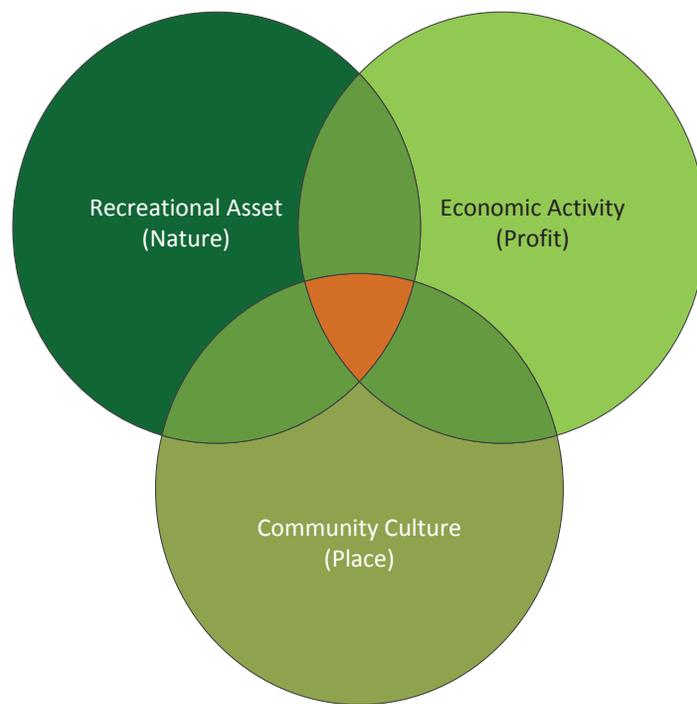
# INTRODUCTION

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**Nature-Based Placemaking (N-B Placemaking)** is an evolving, integrated theory that utilizes a community's natural, outdoor recreational resources (ASSETS), the recreational activities associated with those resources, and the potential economic impact of those activities on the communities involved. N-B Placemaking is the next generation of an outdoor recreation-based revitalization strategy. It is the intersection of a community's natural assets, the economic activity associated with those assets, and the culture or attitude of the community towards both the assets and the associated activities. N-B Placemaking occurs when all of these components are working in cooperation and conjunction with each other, and thereby creating a **Total Quality Experience (TQE)**.

On the surface, the concept of linking an outdoor recreational asset with a nearby town should be a simple thing, but this is not always the case. There are so many pathways, threads, and directions that a project could go. In developing the concept and the program of N-B Placemaking, it became evident that this concept really is *"an evolving, integrated theory... for nature-based community revitalization"*. Decisions must be made as to what indicators of success to measure and what foundational benchmarks to establish. There is also the need to determine the values, the quality of life issues, the local residents' perceptions (which will vary with the residents' life stage) and the political will of the community to take on such an effort. This guide will help those wishing to use this concept and its associated methodologies to sort through all of these factors, develop a local N-B Placemaking process, and provide assistance to the community in determining if they want to pursue becoming a **Nature-Based Place (NBP)**.

The delivery of the N-B Placemaking information is divided into two separate handbooks. The first handbook is dedicated to the N-B Placemaking concept; the second is dedicated to the process of obtaining designation of an NBP. The intent of the first handbook is to provide the necessary information, guidance, and resources for a community that is looking to capitalize on its natural assets, related activities, and its sense of place. The information and resources provided will allow a community to take the steps necessary to determine if N-B Placemaking is the, or one of the "transformative" strategies appropriate for their community's revitalization efforts.



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## NATURE-BASED PLACEMAKING (NBP) & THE TOTAL QUALITY EXPERIENCE | APPENDIX B.1.O

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As of early 2017, there is no formal state agency level designation, nor dedicated funding program, that exists for communities that proceed through the process of preparing a revitalization strategy which contains a N-B Placemaking component. However, the Pennsylvania Downtown Center has adopted the designation process and is able to offer support and provide limited tangible and intangible benefits for those communities that choose to pursue the necessary steps to move forward with the defined designation process. Whether or not state agency level resources are available, the field of community revitalization has advanced to the point where tremendous opportunities exist for direct connections to be made between recreational assets, their associated activities, and local revitalization efforts, and communities all over Pennsylvania are situated to take advantage of these opportunities. **Handbook 2: Being Designated a Nature-Based Place**, will define a currently informal process recommended by PDC that, it is hoped, will be adopted by the PA Departments of Conservation and Natural Resources and Community and Economic Development, and hopefully others, at some point in the future.

It is instructive at this point to make note of the level of concepts in Handbook 1. Many of Pennsylvania's municipalities operate on a budget that does not allow for dedicated community development professionals to

work in local government. Too often the local municipal staff is so overwhelmed with just the general operations of government that it is difficult, if not impossible, to develop the resources needed to become experts in the admittedly nuanced field of community and economic development. If some level of assistance is available from a small local community development non-profit, it probably operates on a shoe-string budget and with limited staff, relatively speaking. Handbook 1 is in many ways a planning and community development 101 handbook. It will provide the reader/user with a basic understanding of the latest concepts and methodologies being used in the community revitalization field today. In so doing, it is hoped that it will help foster a deeper understanding and appreciation of the fact that in small things, such as by working together in making your community a better and more welcoming place to visit, you will be creating incredible economic and quality of life opportunities for your residents and businesses. For those who are not community or economic development professionals and who take the time to read, understand, and implement these concepts, truly transformative results may come to your community. For those professionals who are well versed in the concepts of Handbook 1, it is hoped that you will use this document and adjust it to meet your own needs based on your individual professional experiences.



*An Overview of Nature-Based Placemaking*

## THE WHY AND THE HOW

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### *Why should I want my community to become a Nature Based Place?*

The ideas behind the concept of N-B Placemaking are not necessarily new. The thought that local community revitalization and economic development efforts may be driven by connecting the users of outdoor recreation assets with local towns has been around for a long time. The Gateway Communities Program of the U.S. Forest Service, the Conservation Landscapes and the Heritage Area programs of the PA Department of Conservation and Natural Resources are examples of some of the concepts behind Nature-Based Placemaking (N-B Placemaking). The work first sponsored by the McKenna Foundation in creating Trail Towns, and its evolution into River Towns, are additional examples of the concept. The PA Wilds, the Allegheny National Forest, the communities around the Commonwealth's water resources such as Raystown Lake, Conneaut Lake, Lake Pymatuning, Lake Wallenpaupack and any number of other recreational water assets all maintain a fundamental belief that local communities may be able to benefit economically by connecting these local recreational assets with their local community revitalization efforts.

The users of such assets include those involved with hiking, biking, ATV and equestrian riding, cross country-skiing, canoeing, kayaking, traveling along the Commonwealth's scenic highway or other outdoor corridors alongside the state's rich outdoor recreational assets. Activities may include fishing, hunting, bird-watching, nature photography and a host of other outdoor recreational activities.



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**THE CONCEPT OF PLACEMAKING HAS BEEN ADAPTED INTO N-B PLACEMAKING BY USING THE OUTDOOR RECREATIONAL VENUE(S) NEAR TO THE “PLACE” AS THE, OR ONE OF THE, LOCAL COMMUNITY ASSETS THAT PROVIDE THE INSPIRATION TO UNLOCK THE FULL ECONOMIC AND COMMUNITY DEVELOPMENT POTENTIAL OF THE COMMUNITY.**

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Regardless of what they are called, the “towns” near to these outdoor recreational assets usually share a common goal - to in some way benefit the local community by capturing some share of the economic potential represented by the visitors that use the nearby recreational asset. Many times these “town” designations are either self-conferred, or delivered by an unofficial entity that is working to assist the community with becoming a “town” of one type or another.

The challenges that arise from this unofficial and un-coordinated (from a statewide perspective) series of designations are three-fold:

1

The lack of any commonly-accepted and well-defined designation can do damage to any potential to develop a well-recognized and well-respected “brand identity” by the visitor due to a lack of common standards. This runs the added potential to dilute the benefits associated with these recreational assets if the customer has a less than expected visitor experience. Just because a community has an XYZ recreational asset, a connection between the asset and the town, and an ice cream shop does not make that community a “XYZ Town.” There are many other factors that go into developing and becoming a town that can truly benefit both economically and from a quality of life perspective.

2

Many of the early iterations of the concept focused primarily, and understandably, on the physical connection between the recreational asset and the economic related opportunities. Often these efforts were driven by the local recreational “asset development organization,” such as a local trail-building organization, that saw the obvious benefit of increasing the attractiveness of the recreational asset by increasing the amenities in proximity to the asset. What has sometimes been lacking is a clear embracing of the potential economic and quality of life benefits by local community leaders, residents, nonprofit institutions, and even on occasion, the local business community itself.

3

Often these designations are billed as a “program” that carries with it both the connotation, and usually the misconception, that there is a dedicated state agency-related funding source that goes along with the “designation.” These “programs” often vary greatly from one region to another, which generally lends itself to a lack of consistency from community to community.

Taken in combination, these three problems can undermine the overall effort to derive the maximum economic benefit from linking a natural asset with a place. When a user of the recreational asset takes the time to stop off in the business district of a nearby town and has a less than delightful “town” experience, well, as the saying goes, “you only get one chance to make a good first impression.”

The basic concept of Placemaking has been advanced by an organization known as Project for Public Spaces (PPS). PPS is a nonprofit planning, design and education organization dedicated to helping people create and sustain public spaces that build stronger communities. Their pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur revitalization and serve common needs.

*“As both an overarching idea and a hands-on approach for improving a neighborhood, city, or region, Placemaking inspires people to collectively re-imagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.*

*With community-based participation at its center, an effective Placemaking process capitalizes on **a local community’s assets, inspiration, and potential**, and it results in the creation of quality public spaces that contribute to people’s health, happiness, and well being.”<sup>1</sup>*

The PPS concept of Placemaking has been adapted into N-B Placemaking by using the outdoor recreation venue(s) near to the “place” as the, or one of the, *local community assets* that provide the *inspiration* to unlock the full economic and community development *potential* of the community.

The concept of N-B Placemaking that is developed within the context of this handbook brings additional

methodologies into the concept including:

- The Refreshed “Four Point Approach<sup>®</sup>” or “Main Street Approach” of the National Main Street Center
- The PA Elm Street Model
- The Collective Impact Model
- The work of Dan Schilling in his book *Civic Tourism*
- The concepts of “*The Regional City*” in a book of the same name by Peter Calthorpe
- Ecological Economics/Triple Bottom Line Theory

The idea of N-B Placemaking then becomes more than simply a physical and economic connection between the recreational asset and the place. It becomes a vehicle for the entire community to embrace the idea that the relationship between the outdoor recreational asset, the users of that asset, and the larger community comprising the place is **embraced and cultivated** as a preferred way to not only improve the economic vitality of the existing business community, but also to:

- encourage new business and residential investment.
- provide workforce development and entrepreneurial opportunities.
- engage the supply chain associated with the recreational asset and the businesses directly and indirectly linked to the asset.
- provide a greater appreciation, through the arts and education, of the impact of the recreational asset on their past history and current lives, including youth involvement, education, and stewardship.
- improve the overall quality of life of the residents of the place and the area surrounding the place.

It is important to note here that N-B Placemaking is not designed to replace or over-ride any existing initiatives already underway. Efforts such as Conservation Landscape (CL) areas, state and federally designated Heritage Areas, Main Street and Elm Street efforts, river towns, Trail Towns, Gateway Communities, the PA Wilds, etc., are all encouraged, and in fact expected,

<sup>1</sup> TAKEN FROM THE PROJECT FOR PUBLIC SPACES WEBSITE – pps.org

*“As both an*

**OVERARCHING IDEA AND  
A HANDS-ON APPROACH  
FOR IMPROVING A  
NEIGHBORHOOD,  
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INSPIRES PEOPLE TO  
COLLECTIVELY RE-  
IMAGINE AND REINVENT  
PUBLIC SPACES AS  
THE HEART OF EVERY  
COMMUNITY.”**



to continue their existing efforts. Rather, the idea of Nature-Based Placemaking is designed to be an overlay on top of existing efforts. It may, however, also be a foundational framework for newly established efforts. It is designed to set a “gold standard” for communities seeking to achieve a higher level of recognition and benefit within the Commonwealth of Pennsylvania as a result of their N-B Placemaking efforts. As such, the concept envisions and supports the idea of Nature-Based Main Streets, Nature-Based Places within the CLs, Nature-Based River Towns or Nature-Based Trail Towns. In reality, the fact that such other initiatives already exist, or are in the planning stage, should expedite the process of becoming a Nature-Based Place (NBP).

As importantly, for those communities that recognize the potential benefits associated with connecting a

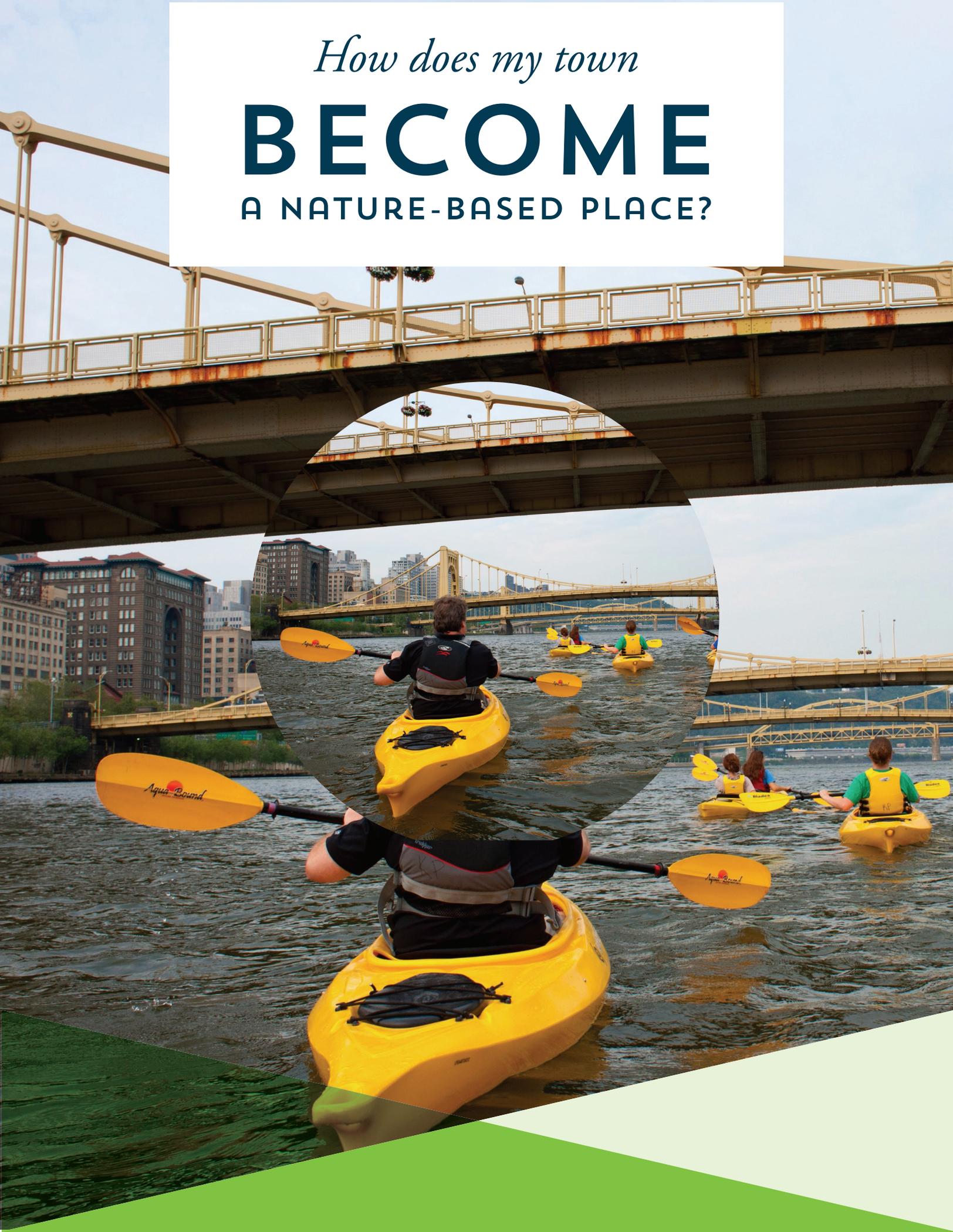
recreational resource with its local community and economic revitalization work, but have yet to initiate such an effort, N-B Placemaking will provide a framework for exploring and if appropriate for that community, cultivating that connection.

Finally the N-B Placemaking concept provides state agencies, and technical assistance providers authorized by the Commonwealth, with a unified framework for considering the positive impacts of potentially designating and thereby providing both tangible and intangible benefits to those communities that have, or are prepared to invest the human, social, political and financial capital necessary to make the NBP designation a reality in their community.

*How does my town*

# BECOME

A NATURE-BASED PLACE?



BECOMING A NATURE-BASED PLACE INVOLVES A WELL DEFINED AND STRAIGHTFORWARD MULTI-STEP PROCESS DESIGNED TO TAKE A COMMUNITY FROM CONSIDERING THE CONCEPT TO REALIZING THE BENEFITS ASSOCIATED WITH DESIGNATION. THE THREE-STEP PROCESS INCLUDES THE FOLLOWING ELEMENTS:



**EXPLORATION**



**CULTIVATION**



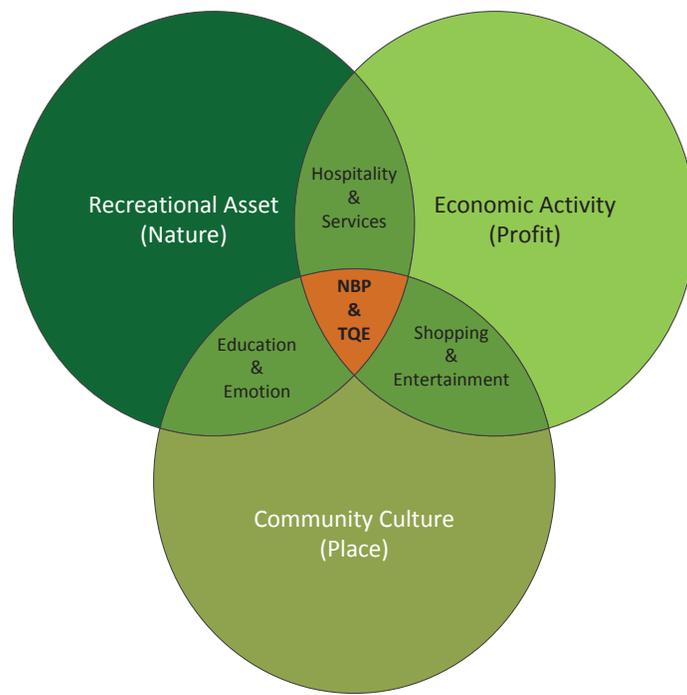
**DESTINATION**

**A. EXPLORATION:** Exploration is a self-assessment process that allows the lead organization to determine if completing the Nature-Based Placemaking process is appropriate for its revitalization purposes. Registration, the first step in “Exploration,” is a simple process of providing very basic information about the community considering the N-B Placemaking process and the organization that will lead the effort. The purpose of registration is to provide the Nature-Based Placemaking Coordinating Committee, the participating departments and any technical assistance providers working on behalf of the departments, with contact information to ensure that appropriate tools and resources are available to interested communities. To ensure that only those registrants serious about exploring the process and benefits of Nature-Based Place designation submit contact information, a small registration fee of \$100 will be required. Completing the N-B Placemaking Registration Form and payment of the \$100 registration fee immediately moves the lead organization into the full Exploration Phase.

The Exploration Phase is when the local organization and the community it serves begins the hard work of determining if a Nature-Based Placemaking effort is right for them. After registration, the next step in this process is to complete a series of work sheets, and the inclusion of certain documents associated with those work sheets. Also, upon entering the Exploration Phase, a series of on-line technical assistance resources are made available to the “Exploring Organization” as well as regular webinars to assist interested organizations with completing the Exploration worksheets. There is no direct financial assistance available to communities during the Exploration self-assessment process. A community will have one year to complete its Self-

Assessment from the date of registration. After that period, a re-registration is required.

**B. CULTIVATION:** Upon submission of the Exploration Phase Self-Assessment, the appropriate staff of the Commonwealth departments, and/or the staff of a technical assistance provider working on behalf of the departments, will conduct a site visit to review and evaluate the Exploration Phase Self-Assessment provided by the lead organization. Upon completion of the review and evaluation, the Nature-Based Placemaking Coordinating Committee will determine if the community is ready to move into the Cultivation Phase. Upon acceptance into the Cultivation Phase of the effort, existing Commonwealth financial and technical assistance resources may become available to the community and the lead organization on a priority basis. These resources would include priority access to DCED’s Keystone Communities Program, DCNR’s Community Conservation Partnership Program, PENNDOT funding and such other funding as may be made available, including the possibility of dedicated funding for a future N-B Placemaking Program. In addition, significant technical assistance would be available through the staffs of the participating departments or one or more third party providers. This technical assistance would include both on-line and on-site technical assistance as well as bi-annual meetings for communities and organizations designated as “Cultivating” communities. Financial resources would be available on a priority basis for the completion of a N-B Placemaking Plan and the implementation of that plan. Communities in the Cultivation Phase would have two years to complete their N-B Placemaking Plan, if necessary, and up to an additional five years to complete the activities defined in that plan from the date of the




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## NATURE-BASED PLACEMAKING (NBP) & THE TOTAL QUALITY EXPERIENCE | APPENDIX B.1.1

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letter of acceptance provided by the N-B Placemaking Coordinating Committee accepting the organization as a Cultivating organization. Due to the financial commitments associated with this phase, a limited number of programs would be accepted and maintained in this phase, on a DCED regional basis.

**C. DESTINATION:** The ultimate result of the Cultivation Phase is to attain designation as a Nature-Based Place (NBP). Communities and organizations attaining this designation would be known as **Nature-Based Place (NBP) Destinations**. To attain this status, the community and the organization involved in the effort would be required to attain certain benchmarks (outcomes), some of which would be determined by the local Nature-Based Placemaking Plan and others which would be universal for all Cultivating communities.

Benefits associated with being designated as an NBP Destination would include:

- The use of a statewide NBP brand identification system.
- Set-asides and/or bonus points on any number of existing departmental funding programs at DCNR, DCED, PENNDOT, and/or DEP, and perhaps others for maintenance of the NBP effort.
- An annual recognition program, perhaps with

Gubernatorial or Secretarial level involvement welcoming new NBP Destination communities and showcasing the efforts of previous NBP Destination designees.

- Special marketing opportunities in already existing state-related publications.
- Links from various state agency web sites to a shared NBP web site.
- Special workshops, webinars and other related trainings for officially designated programs, such as leadership development, hospitality development, etc.
- The potential for corporate financial support from outdoor recreation related businesses (i.e. Cabelas, REI, etc.) and regional and national foundations with a Nature-Based, recreational or hospitality-related focus.
- Train-the-Trainer Hospitality training
- Train-the-Trainer Visitor-Readiness training

*Visit Pennsylvania Downtown Center's website for a current list of benefits and the most up-to-date training information – [padowntown.org](http://padowntown.org).*



*The Concept of*

## NATURE-BASED PLACEMAKING

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As was stated earlier, Nature-Based Placemaking is the interaction and integration of a community's natural assets, economic activity associated with those assets, and the culture of the community towards both the assets and activity. N-B Placemaking occurs when all of these components are working in cooperation and conjunction with each other, and thereby creating a Total Quality Experience (TQE). (See Appendices B.1.0 – B.1.4)

The PA Department of Conservation and Natural Resources (DCNR) engaged the Pennsylvania Downtown Center (PDC) for the purpose of developing a strategy that will address both the economic and the quality of life opportunities that **N-B Placemaking** provides communities and the ability to develop those opportunities to their fullest potential. This project came out of DCNR's *Pennsylvania Outdoor Recreation Plan 2009-2013: The Keystone for Healthy Living*. These handbooks and the associated assessment tools can be utilized in communities of all sizes, whether they are rural, urban, or suburban, and with all types of recreational assets.

As the designated statewide coordinating program for the National Main Street Center's "refreshed" Main Street approach and as the technical assistance link between the PA Department of Community and Economic Development's (DCED) Keystone Communities Main Street and Elm Street programs, PDC has seen what works and what doesn't work in many of Pennsylvania's core communities. This project provides a tremendous opportunity to partner with DCNR conceptually, and to combine some of Pennsylvania's best resources, our Commonwealth's exceptional outdoor recreational assets and our extraordinary towns.

# EXISTING PROGRAMS AND EFFORTS

The N-B Placemaking concept is not brand new, but the methodology provides an opportunity to blend a variety of theories and approaches into a strategic, thoughtful, and practical revitalization program. N-B Placemaking will be integrated with DCNR's Conservation Landscapes (CL); encompass the Main Street Four-Point Approach<sup>®</sup>; the PA Elm Street Five-Point Approach, with particular emphasis on the addition of Safe, Clean, and Green; and elements of Civic Tourism and Ecological Economics, which are both based on the Triple Bottom Line theory of sustainable economies. N-B Placemaking combines the many facets of current outdoor recreation-economic development linkages into what is hoped to be the most comprehensive and sustainable approach to recreation-based community revitalization to date. Often, individual theories may be too specific or are too limiting in their approach. So often planners, municipal employees, or officials think, if only the plan addressed "x", or if only "y" were incorporated, the strategy could be much more encompassing and comprehensive. The idea behind this theory is to include multidisciplinary schools of thought in order to be applicable to all, as well as impactful for most.

The N-B Placemaking approach takes into consideration the demographic, socio-economic, and psychographic (behavioral) characteristics of both the current visitor and current resident. It works to bring together the local leadership of a community with the various stakeholders of the business and tourism communities. This approach can be used to develop a more robust, local tourism economy, support local business growth, and enhance the quality of life for existing and new residents. It is not designed to replace various existing area-based and corridor-wide initiatives such as the Trail Town Program<sup>®</sup>, the various "Rivertown" efforts as they currently exist within the Commonwealth, The Pennsylvania Wilds Design Guide, the National Forest Service's Gateway Community program and other such existing efforts. The N-B Placemaking effort will examine the successes of existing recreation-economic development ideas based off of these programs and encourage their use, as appropriate, as part of the overall.

N-B Placemaking takes all of these theories and incorporates them into a contemporary approach to community revitalization predicated on their linkages with Pennsylvania's natural recreational assets.

## 1. CONSERVATION LANDSCAPES

The N-B Placemaking concept links DCNR's Conservation Landscapes (CL) with a complimentary concept that supports communities and regions throughout Pennsylvania that are actively engaged in projects that include: sustainability, conservation, community revitalization, and recreational projects. "Founded on the regions' sense of place and resource values, the CL motivates citizens and elected officials to take on the challenge of effective land use planning, investment, civic engagement and revitalization."

Elements that need to occur or be in place for a CL are: DCNR owned parks and forests, a sense of place, readiness, engagement, and strategic investments.

*Imagine a place where vibrant communities draw strength from their natural assets to sustain their quality of life.*

*A place where citizens care about protecting the special qualities of a region – their region. A place where people and partners band together to envision a better economic future, tackle shared challenges and care for the natural, scenic, and recreational resources that define the place*

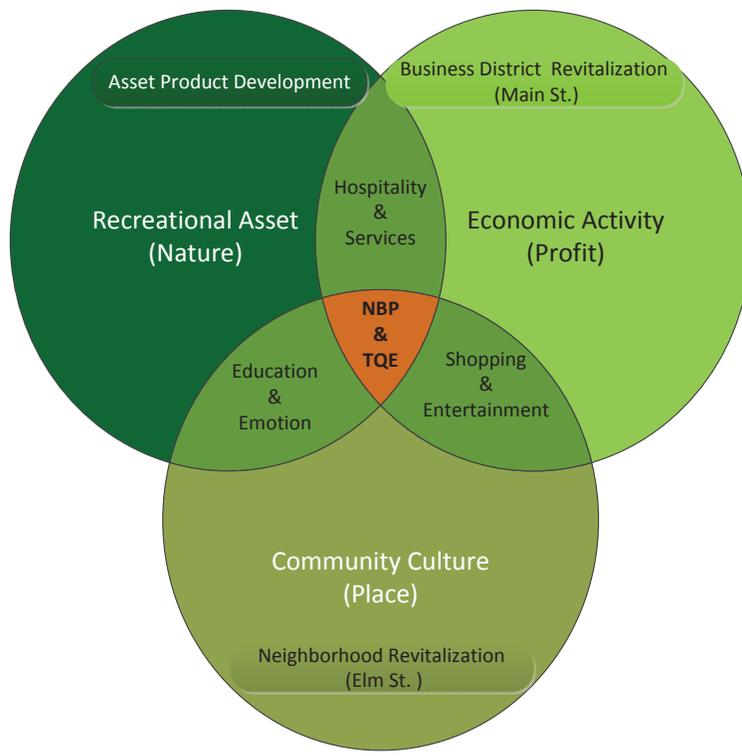
*they call home. This is a conservation landscape.<sup>2</sup> The concept blends a variety of theories and approaches into a strategic, thoughtful, and practical revitalization program:*

PA DCNR's Conservation Landscapes

- **Sense of Place** – shared landscape not defined by political boundaries
- **Readiness** – participating in a region-wide effort
- **Engagement** – like-minded civic engagement process
- **Strategic Investments** – state and regional partners providing leadership, financial support, and technical assistance.
- **DCNR interests and lands** – staff support and state parks, state lands, or recreational investment

## 2. HERITAGE AREAS

*Pennsylvania's Heritage Areas Program has made the Commonwealth a national leader in the heritage areas movement. Pennsylvania is home to 12 state designated*



## NATURE-BASED PLACEMAKING (NBP) & THE TOTAL QUALITY EXPERIENCE | APPENDIX B.1.2

*Heritage Areas. Five of these state Heritage Areas have also been designated as National Heritage Areas. Pennsylvania has more National Heritage Areas than any other state in the country. Established in 1989, the Heritage Areas Program is a smartly built, multi-faceted regional strategy to conserve and enhance those resources and promote its heritage for tourism development. It is also a key component in the state's second leading industry –tourism.<sup>3</sup>*

In addition to conserving and preserving the natural and historical assets of the regions, the Heritage Areas program has excelled at telling the stories of the regions through interpretive signage, events, tours, and activities. The regions of the Heritage Areas have provided the framework for the N-B Placemaking strategy.

### 3. CIVIC TOURISM

In Dan Schilling's book Civic Tourism: The Poetry & Politics of Place, he encourages communities to "reframe" their role in tourism to be more than income producing, and to improve the quality of life for those involved. Mr. Schilling looks at tourism, and the opportunities that accompany it, to be more, do more, and demand more. He believes that tourism can "help communities preserve cultures, protect the environment, save historic districts, encourage citizen participation, and in general, foster a healthier quality of life." The

three concepts of Civic Tourism are:

- Rethinking Economics,
- Investing in the Story, and
- Connecting to the Public.

It is through the development of these strategies that Civic Tourism can have a holistic effect on communities, rather than create a drain on resources and diminish a local community's sense of place.

In Civic Tourism's approach to placemaking, the cultural (people), natural (land), and built (town) environments are merged into an approach that results in all three areas working together "to create a form of tourism that is not project-centered, but which privileges 'place' as the main attraction."

*Civic Tourism* (Dan Shilling) -

- "Good places to live are good places to visit and vice versa."
- Mission: "To reframe tourism's purpose, from an end to a means... from a market-driven growth goal to a tool that can help the public preserve and enhance what they love about their place, while revitalizing the local economy" – preserving a sense of place.

<sup>3</sup>[WWW.DCNR.STATE.PA.US/BRC/HERITAGEAREAS/](http://WWW.DCNR.STATE.PA.US/BRC/HERITAGEAREAS/)

#### 4. THE REFRESHED MAIN STREET APPROACH

For many community revitalization initiatives, there is some extent of familiarity with the National Main Street Center Four-Point Approach® of: Organization, Design, Economic Vitality, and Promotion, used as the framework for commercial district revitalization. What may not be as well known are the Eight Principles of Main Street:

- **Comprehensiveness**
- **Incremental**
- **Self-help**
- **Partnerships**
- **Identifying and capitalizing on existing assets**
- **Quality**
- **Change**
- **Implementation**

*“The Main Street Approach is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference... The result of these community-driven efforts are places with strong social cohesion and economic opportunity; they are places that support and sustain innovation and opportunity; places where people of diverse perspectives and backgrounds come together to shape the future.”<sup>4</sup>*

The Main Street Approach has undergone a recent “refresh” that focuses on the integration of the three areas of: community visioning, marketing and understanding (the inputs) of transformation strategies, and implementation and measurement (the outcomes). The “refreshed” Main Street Approach is characterized by a focus on inclusive engagement, district-level strategy, meaningful outcomes, and a more flexible organizational structure. The basis of much of the N-B Placemaking concept is derived from the methodology of the refreshed Main Street Approach. In practice, N-B Placemaking becomes one of Main Street’s transformative strategies.

#### 5. ELM STREET APPROACH

Pennsylvania’s Elm Street Five Point Approach is similar to Main Street, yet different in the formal inclusion of an additional fifth point - Safe, Clean, and Green. Elm Street’s emphasis is slightly different in that it focuses on neighborhood revitalization and the role of the local revitalization organization as a clearinghouse of information and a conduit of services not yet provided

in the neighborhood. The premise of the approach is that a healthy downtown needs to coexist with healthy, near-by neighborhoods, and that you truly cannot have one without the other. With the addition of Safe, Clean, and Green, Elm Street has the ability and potential to focus on areas of environmental sustainability, including: green roofs, rain gardens, community gardens, rain barrels, and other “green” strategies. The Elm Street Approach dovetails nicely with the concept of Civic Tourism as it pertains to maintaining a healthier quality of life for a community’s residents.<sup>5</sup>

#### *Elm Street Approach*

By incorporating Main Street and Elm Street approaches into this integrated N-B Placemaking theory, there is an opportunity to use a proven methodology that has existed and thrived for the last three decades, but also continues to grow and evolve in order to respond to the changes in the economic, social, and environmental climate of our communities.

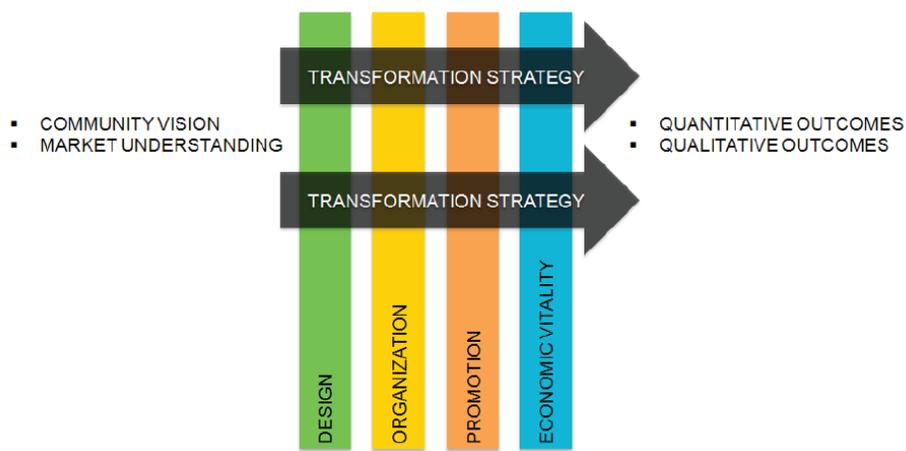
#### 6. TRIPLE BOTTOM LINE THEORY/ ECOLOGICAL ECONOMICS

As with Civic Tourism, Ecological Economics also incorporates the basis of the Triple Bottom Line of people, planet, and profit. Ecological Economics has a broader approach than that of conventional economics and includes the theory that human well-being encompasses more than material wealth. In Ecological Economics, **four main types of capital** are distinguished:

- **Built Capital,**
- **Natural Capital,**
- **Social Capital, and**
- **Human Capital.**

However, it is more than identifying these characteristics, it’s about the interaction and integration of these areas. The integrated theory of N-B Placemaking will focus on Ecological Economics as it pertains to the relationships of the natural, built and social environment within our communities.<sup>6</sup>

Incorporating the Ecological Economics theory into N-B Placemaking creates a fundamental and practical approach that can impact organizations and their ability to demonstrate success in business practices, social development, and sustainability goals. The Triple Bottom Line has become the basis for other areas of



sustainable business practices, including a local living economy and paying a living wage. A local living economy includes: “sustainable local food systems, green building, energy efficiency and renewable energy, local zero waste manufacturing, community capital, and others – within the context of their local economies. These “building blocks” represent the basic pillars of most local economies.”<sup>7</sup>

The Triple Bottom Line theory only works when all three of these areas are functioning together and equitably. If one area is out of balance, then the other two areas are out of balance. The Triple Bottom Line theory puts into place a certain level of collective responsibility for the consumer, the business, and the community.

### Ecological Economics/Triple Bottom Line Theory

- People – Planet – Profit
- Society – Environment – Economy
- Healthy Communities – Natural Environment – Economic Vitality
- Social Responsibility – Environmental Stewardship – Economic Prosperity

## THE REGIONAL CITY MODEL

The world no longer functions as independent cities or communities with their own self-sufficient economy, but as a larger region, a “regional city”. “...most Americans today do not live in towns – or even in cities – in the traditional sense that we think of those terms. Instead, most of us are citizens of a region – a large and multifaceted metropolitan area encompassing hundreds of places that we would traditionally think of as distinct and separate communities.”

Defined by Calthorpe in “The Regional City”, the elements of a Regional City are:

**Centers:** the local and regional destination at the neighborhood, village, town, and urban scale

**Districts:** the special-use areas, which are necessarily dominated by a single primary activity

**Preserves:** the open-space elements that frame the region, protect farmlands, and preserve critical habitat

**Corridors:** the connecting elements based on either natural systems or infrastructure and transportation lines

**Centers** are generally mixed-use areas, and include a variety of businesses and services, jobs and housing. **Districts** might be mixed-use, but are usually characterized by a single primary land use. **Preserves** are usually agricultural land, a natural habitat, or open space. **Corridors** define the edges and provide the connections between the centers, neighborhoods, and districts.

In laying out the geography of, and preparing maps detailing, N-B Placemaking, Calthorpe’s elements of his regional city become useful identifiers of these interconnected components. The Center will be the place around which the N-B Placemaking effort is focused. The Preserves are the outdoor recreation assets that generate the economic potential. The Corridors link the Center (The Place) with the Preserve (the recreational asset). Districts occur along the Corridors between the Preserve and the Center. Understanding these geographic relationships, and mapping them, is a key component of N-B Placemaking.

THE CONCEPT OF COLLECTIVE IMPACT HINGES ON THE IDEA THAT IN ORDER FOR ORGANIZATIONS TO CREATE LASTING SOLUTIONS TO SOCIAL PROBLEMS ON A LARGE-SCALE, THEY NEED TO COORDINATE THEIR EFFORTS AND WORK TOGETHER AROUND A CLEARLY DEFINED GOAL. THE APPROACH OF COLLECTIVE IMPACT IS PLACED IN CONTRAST TO “ISOLATED IMPACT,” WHERE ORGANIZATIONS PRIMARILY WORK ALONE TO SOLVE SOCIAL PROBLEMS.



## THE COLLECTIVE IMPACT MODEL

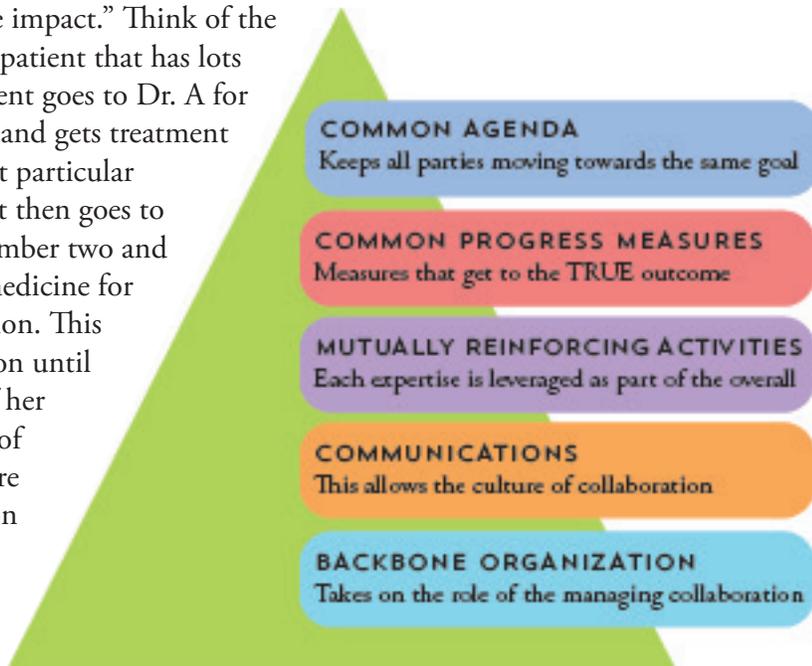
One of the more exciting and potentially transformative concepts being developed in the world of philanthropy these days is the shift by many large foundations from the older “logic model” of grant-making to the newer concept of “collective impact.” Think of the logic model as a sick patient that has lots of ailments. The patient goes to Dr. A for ailment number one and gets treatment and medicine for that particular affliction. The patient then goes to Dr. B for ailment number two and gets treatment and medicine for that particular affliction. This process goes on and on until the patient sees all of her or his doctors for all of his or her issues. There is no real coordination of medicines or treatments. Some may work and some may not.

Some may actually counteract another and it becomes almost impossible to know which combination of the treatments and medicines is actually having a positive (or negative) impact on which ailments.

So it is with the logic model. Large foundations (and state agencies for that matter) have all had, or still

have, their program specialties. The sick patient, the community organization, goes to Foundation A for funding for problem one and Foundation B for problem two. To make matters worse the community has several “sick patients” all approaching the same set of philanthropic funders to address many related, if not identical, problems. Under the logic model, the community organization prepares a plan to deal with issue one and if accepted by the foundation, a grant is made to the local organization to deal just with that problem. The foundation may have no idea that the “patient” has also approached

numerous other “doctors” (funding sources) to deal with other or perhaps even similar issues. The coordination of service delivery becomes difficult to track because no one is ever quite sure which funded program implemented by which organization was the “treatment” that resulted in a positive response.



Enter the collective impact model. The concept of collective impact was first articulated in the 2011 Stanford Social Innovation Review article *Collective Impact*, written by John Kania, Managing Director at FSG, a mission-driven consulting firm for leaders in search of large-scale, lasting social change and Mark Kramer, from the Kennedy School at Harvard and Co-founder FSG. Collective impact was chosen as the #2 philanthropy buzzword for 2011, and has been recognized by the White House Council for Community Solutions as an important framework for progress on social issues.

The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. The approach of collective impact is placed in contrast to “isolated impact,” where organizations primarily work alone to solve social problems. Collective impact moves away from this, arguing that organizations should form cross-sector coalitions in order to make meaningful and sustainable progress on social issues.

While the concept of social impact has been used to address large societal issues like education reform, it is beginning to find its way into smaller local issues as well. As indicated above, the fundamental premise of the collective impact model is that too many organizations are working in isolation from one another. Collective impact brings people together, in a structured way, to achieve the change they are seeking. Collective impact is predicated on the following five elements<sup>8</sup>:

- **DEFINING A COMMON AGENDA**  
This means coming together to “collectively” define the issue and creating a vision to be attained. In this case the vision would be to create a Nature-Based Place (NBP).
- **ESTABLISHING SHARED MEASUREMENTS**  
This requires the parties to agree on the metrics, and the process for tracking those metrics, that will ultimately determine success.
- **UNDERTAKING MUTUALLY REINFORCING ACTIVITIES**  
Too often an activity undertaken by Organization A undoes the work being implemented by Organization B. This element requires activities be coordinated and supportive of each other to maximize the end result.

- **ENCOURAGING CONTINUOUS COMMUNICATION**  
The building of trust and understanding in the relationships between and among all of the participants.
- **IDENTIFYING A STRONG BACKBONE ORGANIZATION**  
This requires an entity, or team with a steadfast commitment to the effort.

The eight Principles of Practice for collective impact include:

1. Design and implement the initiative with a priority placed on equity
2. Include community members in the collaborative
3. Recruit and co-create with cross-sector partners
4. Use data to continuously learn, adapt and improve
5. Cultivate leaders with unique “system leadership” skills
6. Focus on program and system strategies
7. Build a culture that fosters relationship, trust and respect
8. Customize for local context

## DEFINING “PLACE”

A location is a spot on a map, using latitude and longitude, but a place is a location that is defined by the area around it. **Place** takes into consideration the context of the location, and within the context of Nature-Based Placemaking’s place is the community in question.

*People will claim no sense of ownership of the region as a whole if they do not feel connected strongly and positively to a healthy, diverse, and distinctive community of place. Civic life starts at the neighborhood scale.<sup>9</sup>*

Just as a neighborhood is a series of walkable streets and buildings, a place is a clearly defined area with boundaries and a sense of place. In much of Pennsylvania, a place is defined as a core community, a town or a city, and in most cases, a formally defined borough or city. For the purpose of Nature-Based Placemaking, a place has clearly defined boundaries that can be mapped and allows for data to be aggregated.

Place has character, it has a story to tell. Place is about an experience and activities that are enhanced because of its location. Place has a quality that can’t be replicated just anywhere. A sense of place involves unique



PLACE HAS CHARACTER, IT HAS A STORY TO TELL. PLACE IS ABOUT AN EXPERIENCE AND ACTIVITIES THAT ARE ENHANCED BECAUSE OF ITS LOCATION. PLACE HAS A QUALITY THAT CAN'T BE REPLICATED JUST ANYWHERE. A SENSE OF PLACE INVOLVES UNIQUE CHARACTERISTICS THAT ARE SPECIFIC TO A REGION OR A CERTAIN TIME PERIOD. A SENSE OF PLACE CAN'T ALWAYS BE QUANTIFIED OR DEFINED, BUT IT IS OFTEN INTRINSIC AND FELT. IT CONNECTS TO EMOTIONS OF FAMILIARITY, COMFORT, AND HOME.

characteristics that are specific to a region or a certain time period. A sense of place can't always be quantified or defined, but it is often intrinsic and felt. It connects to emotions of familiarity, comfort, and home.

### WHAT IS PLACEMAKING?

**Placemaking** as defined by the Project for Public Spaces is: *An overarching idea and a hands-on approach for improving a neighborhood, city, or region, Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design,*

*Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.*

*With community-based participation at its center, an effective Placemaking process capitalizes on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and well being.*

### NATURE-BASED PLACEMAKING (N-B PLACEMAKING) VS. NATURE-BASED PLACES (NBP)

**Nature-Based Placemaking** is the concept, the activity,

and the process, but **Nature-Based Places** are the community within the context of the natural assets. If the asset is a corridor, like a river, a trail, or a greenway, then the communities along the natural corridor are the Nature-Based Places. If the asset is a single location or area, like a lake, a park, or a ski slope, then the community(ies) that relate(s) to the natural area or preserve is/are the Nature-Based Place(s).

## THE NATURAL ASSETS

### Corridors

Just as the communities of Penn's Woods sprang up along creeks, rivers, and valleys, the connection of communities and nature will forever be intrinsic to the health of one another. In the earliest of settlements, water sources were essential for the vitality of the community and as navigational routes. Today, those same water sources provide vast recreational resources for the health and well-being of residents and visitors. Through the years, rail lines and canals developed along the waterways, and now with many of those lines abandoned, provide opportunities for hundreds of miles of trails and greenways throughout Pennsylvania, supplying additional ways to travel from place to place.

**Corridors** provide that connection from one community to another or from a natural asset to a place.

### Preserves

According to Calthorpe, "**preserves** are perhaps the most complex and controversial building block of a regional design: complex because they include so many very different elements, locations, and potential uses: controversial because the means of saving the land and the economic effects are hotly debated." We are lucky in Pennsylvania as our past leaders have had the foresight to identify and protect certain areas such as wetlands, forests, and habitats at both the state and federal level, but the current discussion of determining what to preserve is often both a political, and in many cases an economic, debate. Most regions throughout the commonwealth are dealing with a component within their regional vision as to what preserves need to be maintained, and what preserves can incur growth. The effect of sprawl can be seen throughout the region when the appropriate preserves have not been maintained.

There are two distinct types of regional preserves: community separators and regional boundaries. Community separators provide open space between

towns and cities within a region and in Pennsylvania most often occur in townships, making multi-municipal or regional planning evermore important in developing a strategy to maintain preserves as open-space.

Preserving farmland as the boundaries of the regions often becomes an economic battle, as the most fertile farmland is often in close proximity to our towns and cities along river valleys. *"A complete regional design must integrate protected habitat with significant farmland preservation and scenic corridors... Along with regional community separators, natural and farmland preserves are a fundamental structuring element of the region's building blocks."*<sup>10</sup>

## THE "ASSET MANAGEMENT ORGANIZATION"

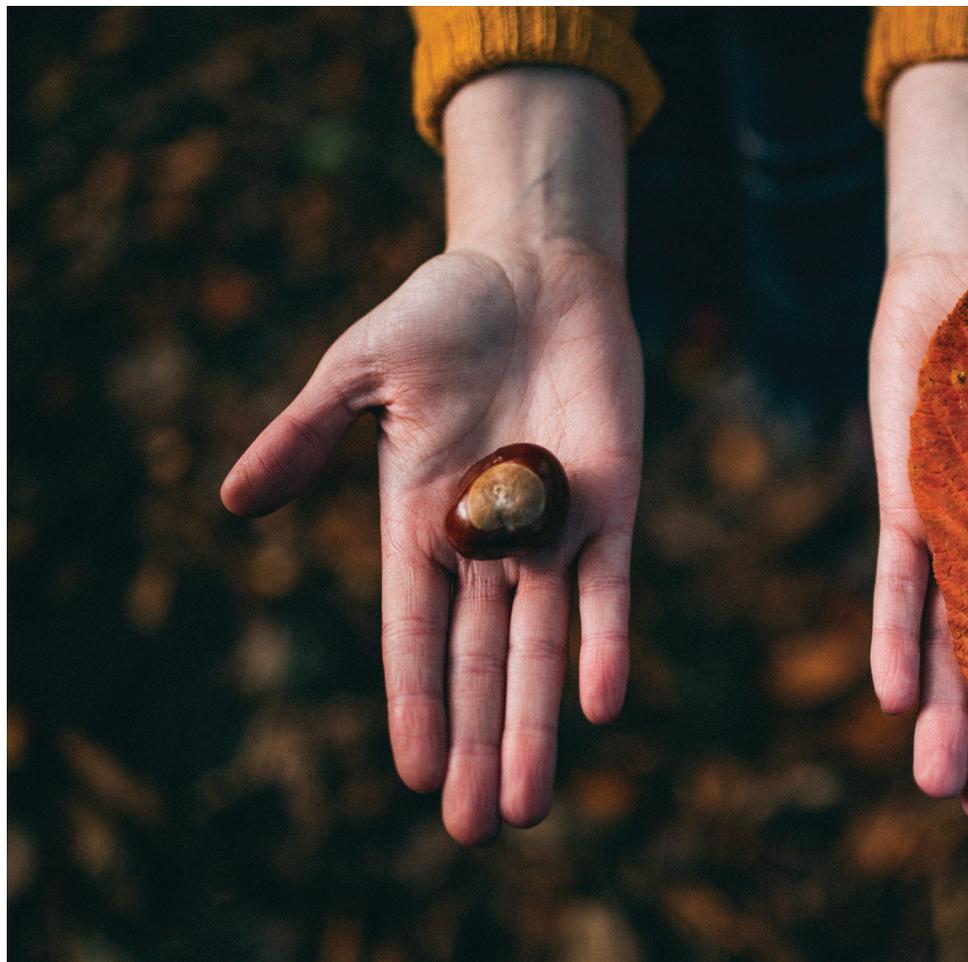
The **asset management organization** in most situations is the group of trail builders, river tenders, etc. who have been doing the work of asset development and maintenance for the last twenty to thirty years. In N-B Placemaking we refer to such entities as the asset development organization. In some cases, the asset management organization is a formal nonprofit organization, or in other cases it may be an ad hoc group of interested stakeholders working with another formalized organization such as a county planning agency or the regional Heritage Area. Even though the trail or the river access may be built, the work of the asset management organization is never done. Maintenance of the trail or the river access, ongoing ownership management issues, conservation advocacy, keeping the trail safe and clean, and raising money to continue this work is ongoing.

N-B Placemaking may be able to provide support and a formalized organizational structure to assist in the activities of the assessment management organization, as well as create greater programming connections to activities in, on or around the natural asset, and within the community (Place), as well as linking to complementary activities throughout the region.

## EFFECTIVE STEWARDSHIP OF THE ASSET

It is understood that for a community or an organization to consider being an Exploring NBP, there is at least some effort in place that focuses on conservation or preservation of the asset. That is not to assume that a conservation and preservation ethic is ever complete. In fact in most cases, a conservation and preservation strategy needs to continually evolve. These conservation and preservation strategies need to go beyond developing

<sup>10</sup>CALTHORPE, P. 57



an easement on land for the trail or to provide river access, but provide additional strategies of advocacy and education to continue the environmental and or historical stewardship of the various assets.

In considering ecotourism as it relates to N-B Placemaking, a sustainable growth and development plan needs to be established to prevent a natural or historical asset from being overdeveloped, affected, and potentially damaged beyond revocable effects. This plan needs to take into consideration issues from high traffic counts, high seasonal usage, and environmental damage.

There are various layers of initiatives, organizations, and efforts that assist in the conservation and preservation of the assets. For conservation at

the national level in Pennsylvania, there is: the National Park Service, U.S. Forest Service, American Rivers, The Trust for Public Land, The Conservation Fund, National Allegheny Forest, Chesapeake Bay Foundation, Chesapeake Conservancy, Appalachian Trail Conservancy, to name a few. For preservation at the national level there is: the National Trust for Historic Preservation, the National Park Service, Partners for Sacred Places, and the National Main Street Center, to name a few. At the state level for conservation there is the Pennsylvania Environmental Council (PEC) and for preservation there is Preservation Pennsylvania (Preservation PA).

There are numerous regional, county, and local organizations that focus on

the conservation of the natural assets and preservation of the historical and heritage assets. In many cases the organization functions at a regional level, such as the Susquehanna Greenway Partnership, but may be collaborating with various partners at the county and local level. In some communities such organizations may be providing the only conservation and preservation efforts. Other conservation and preservation initiatives may occur at the county level within county planning departments, within local or regional conservation districts, or by partnering with Heritage Areas, such as the Delaware & Lehigh National Heritage Corridor.

Additional conservation and preservation partners can be local, regional, and statewide educational



LOUV MAKES THE DIRECT CONNECTION BETWEEN THE URBANIZATION OF SOCIETY, OUR DEPENDENCY ON TECHNOLOGY AND THE UN-NATURAL WORLD, AND VARIOUS DEVELOPMENTAL CONDITIONS IN OUR CURRENT YOUTH. HE STRESSES THE NEED FOR INDEPENDENT IMAGINATIVE PLAY AND THE IMPORTANCE OF DISCOVERY AND A CONNECTION TO NATURE.

institutions and educational providers. If no one is teaching the importance of nature and the role that natural places have in our lives, who will take up the mantle to become the next generation of stewards of the land? In Richard Louv’s “*Last Child in the Woods: Saving Our Children from Nature-Deficit Disorder*”, Louv makes the direct connection between the urbanization of society, our dependency on technology and the “un-natural” world, and various developmental conditions in our current youth. He stresses the need for independent imaginative play and the importance of discovery and a connection to nature.

Howard Gardner, a professor of education from Harvard University, developed his theory of multiple

intelligences in 1983. He believed that the traditional method of measuring one’s intelligence, based on the I.Q. test was too limiting, and proposed seven types of intelligences: *linguistic, logical-mathematical, spatial, bodily-kinesthetic, musical, interpersonal, and intrapersonal*. More recently he added an eighth intelligence of *natural intelligence*.<sup>11</sup> Although natural-play has been a part of both the Montessori and Waldorf movement in early childhood development and education, there is a demand for much needed research for it to be taken seriously and incorporated into the mainstream educational system.

In Nature-Based Placemaking, a core component of the stewardship of the natural and historical asset needs

to incorporate children and youth, both from the local community as well as opportunities for children from outside the community to learn about the asset. Children need to learn the value of conservation and preservation to develop an appreciation of the natural and historical asset, especially if they are to continue the legacy in years to come. These programs could occur within the classroom setting as well as outside the classroom in field trips, with local naturalist and historical organizations, and year-round or summer camp programs. The Wildlife Leadership Academy of the Pennsylvania Institute for Conservation Education is an exciting and evolving example of these kinds of hands-on and experiential learning opportunities.<sup>12</sup>

<sup>11</sup>Louv, 72

<sup>12</sup>PICEWEB.ORG

## THE ECONOMIC ACTIVITY: DISTRICTS & CENTERS (VILLAGE, TOWN & URBAN)

Whether the **center** is urban or rural, the center is the focal point or the point of interest.

Pennsylvania's earlier towns sprouted from a crossroads, the intersection of commerce and community, or they began as a hub of industry, around a mill, a factory, or a mine. As societies developed, so did towns. Street grids were laid out and boundaries were drawn. Neighborhoods and districts evolved and towns grew into cities. These centers are the place in N-B Placemaking.

As the focal point of communities, centers are the destinations within the Regional City.<sup>10</sup> Centers have a variety of businesses and provide a variety of uses for a variety of users in the town or city. Centers are walkable and, hopefully, bikeable. They need to be accessible to everyone, regardless of socio-economic standing, age, or accessibility. Centers usually contain some sort of public space, a town square or a town green or third places, providing places for people to gather.

A **village center** may be the most prevalent kind of center in Pennsylvania, as many of Pennsylvania's boroughs fall under this category in Calthorpe's book. This is often a center of commerce where neighborhood services are provided, like a small grocery, or a pharmacy, as well as other smaller retail. Its market area is often a 1.0 to 1.5 mile radius and is supported by 5,000-10,000 homes.<sup>13</sup>

A village center is a mixed-use blend of retail and service businesses, usually locally owned, with second and third floor housing, civic and recreational uses, where people of all ages can work and live in a densely populated pedestrian friendly environment. Many of Pennsylvania's smaller Main Street programs are located in Calthorpe's village centers, and many of the potential Nature-Based Places would exist in village centers.

A **town center** is larger and more varied than a village center. It usually includes additional office and employment options, along with entertainment venues such as: museums, cinemas, theaters, and hotels. There are usually larger anchor stores and restaurants, which are often larger national chains or franchises. Although the town center is larger, it offers more housing options and maintains its walkability.<sup>14</sup>

Many of Pennsylvania's third class cities could be characterized as Calthorpe's town centers. Many town centers are looking at creative ways to offer additional commuting options, some of which may include bike lanes and transit options that can also benefit the

recreational users in Nature-Based Places.

**Urban centers** are larger, denser town centers, but provide the greatest range of uses. Urban centers are usually more inclusive, more diverse, and more active than town centers. They become the cultural and economic focus of the region.<sup>14</sup>

Because most urban centers in Pennsylvania are some of the earliest established communities, they are located near at least one river or larger body of water, and are often an established hub of transportation. This results in a natural vortex of trails and greenways, connecting to the urban fabric of the city, offering a perfect storm of N-B Placemaking qualities.

**Districts** are areas outside of centers and neighborhoods that often have a single focus or a single purpose. Industrial sites, airports, big box retail and distribution centers, and university campuses are all examples of districts.<sup>15</sup> Some of these purposes need to be segregated for ease of accessibility or potential environmental impact; however others could be integrated into mixed-use centers. College and university campuses need to have a certain concentration, but the edges could be integrated into the neighborhood or center. For many Pennsylvania communities whose heritage is linked to an industrial or manufacturing past, these abandoned sites or in some redeveloped cases active sites, are the districts that corridors pass through to provide the physical connection of the natural asset to the place.



the opportunity and need for local supply chains in industries connected to N-B Placemaking becomes increasingly important. Understanding these business-related supply chains, as well as the local supply and demand and the potential for visitors' supply and demand become the linchpin for developing N-B Placemaking strategies that can lead to truly sustainable workforce development, entrepreneurial development and a focused economic strategy.

### THE LOCAL NATURE-BASED PLACEMAKING ORGANIZATION

The organizational component is crucial to the success of the effort, and it is in the success of finding the 'right' organization to lead this charge that is the most difficult element. In most areas of the commonwealth, it's not that there aren't enough organizations, but are there the 'right' organizations? Those who can meld their mission to the mission and vision of the Nature-Based Place?

#### *Support Activities*

We know that individuals who like to hike and bike are more likely to: have pets, enjoy antiques, entertain at home, appreciate history, and enjoy photography and gardening. These same individuals are looking for experiences and stories to take home to share with their friends and families. N-B Placemaking provides the framework to create these experiences for visitors and for residents.

## *The Community Culture*

The culture of the community is another important factor when considering Nature-Based Placemaking. If a community is not open to the idea of and interested in being visitor-friendly and welcoming, and the process is forced upon them or driven by an "outside" effort, the process could actually meet resistance from the local community, its residents or its local municipal leaders. A genuine willingness to embrace diversity and inclusiveness as part of that community culture is critical to becoming a NBP.

### COMMUNITY VALUES

The values of the community need to align with a community's N-B Placemaking strategy, as the enhancement of the quality of life of the residents components are as integral to the strategy as the economic benefits of tourism.

### DIRECT NATURE-BASED PLACEMAKING BUSINESSES

Every industry segment has a supply chain and every business within the supply chain has its own need for supplies and services. For N-B Placemaking, the supply chains of businesses typically revolve around: visitation services, accommodations, restaurants, activities and supplies supporting the asset (outfitters, bike shops, bait shops, ski lodges, etc.). However, other supportive services, such as gasoline stations, repair shops, emergency medical facilities, souvenir shops, laundry services, shipping services, etc. enhance the experience of the visitor while additionally supporting the needs of the resident.

### INDIRECT NATURE-BASED PLACEMAKING BUSINESSES: "THE NBP SUPPLY CHAIN"

As mentioned above, indirect businesses supply the materials, services, goods, products, etc. to the above mentioned direct businesses. If you think about a restaurant as an example, its supply chain begins with the seeds for the fruits and vegetables, the farm and facilities where the meat, cheese, wheat for the bread, and cotton for the tablecloths are grown. There are the production and processing facilities, the freight for transport, and the wholesale or retail sites where goods are purchased before anything even makes it to your plate, and that doesn't even include the furniture makers, laundry services, the dishes, glasses, or utensils.

As the local economy movement increases in popularity,

If the community's values do not currently align with the N-B Placemaking strategy, an effort may be needed to develop and incrementally work to realign the strategy with the community values.

### LOCAL LEADERSHIP

Local leadership traditionally relates to the formal elected municipal leadership of a community. But in the collective impact model behind a well defined N-B Placemaking strategy, in addition to local elected leaders, the non-profit organizational and local business leadership comes into play when a community decides collectively on its vision and community revitalization strategy. Where N-B Placemaking is often perceived as simply a strategy for tourism, it needs to be stressed as a way, to use the natural asset and its activities as an opportunity to be a powerful economic generator for a community.

### CITIZEN ATTITUDES

As in most Nature-Based Places, positive citizen attitudes

and a proactive approach to revitalization are important factors that are crucial to the success of the strategy. Citizen engagement, in fact a citizen-driven approach, where the residents and local businesses are driving the effort, is important in most N-B Placemaking strategies.

## *Making the Connections*

The connections of N-B Placemaking have the potential to be both simple and complex. You can compare it to pieces of a puzzle. Do you have all of the pieces? Are the pieces of the puzzle in the right place? Are there any missing pieces? Are the pieces of the puzzle linked, or are there gaps? If the assets are there, are they being promoted at all and to the right audience? Are they being kept as secret by the locals? Are there existing users, and do they know about all of the assets? Making these linkages and most importantly maintaining these linkages, is an important component in the N-B Placemaking strategy.

## PHYSICAL

In some communities, the physical connection between the natural asset and the town are the easiest connection to make, and in other communities the physical connection can be the most difficult connection to make depending on topography, land ownership, physical boundaries, and the distance between the asset and the place.

## ECONOMIC

The economic connections can be difficult to make because of the various partners that may need to be involved. Generally most economic connections can be made solely by the private sector, yet N-B Placemaking provides an opportunity to create or reinforce public-private-nonprofit partnerships, and even involve the local nonprofit organizations in crafting the economic strategy.

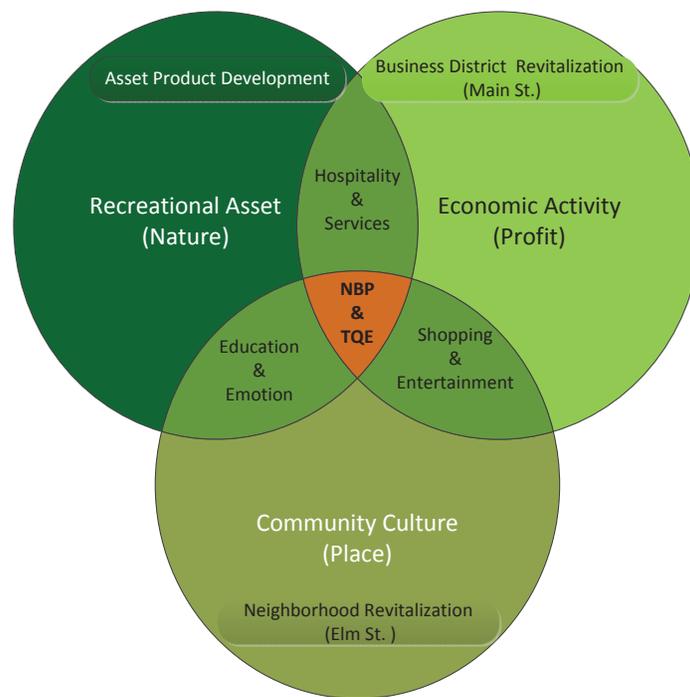
## SOCIAL

The social connection has much to do with emotions and feelings towards ones' community. Have you ever felt so connected to a place that it either felt like home, or as you were leaving, you thought, "I can't wait to

return", or "maybe this would be a great place to retire to someday"? These are the feelings and emotions that N-B Placemaking is working to develop and enhance. It provides opportunities for natural experiences, artistic experiences, heritage experiences, learning about ones' roots, the stories that came before us and the stories that we're looking to create to be told for years to come. Whether you are a resident or a visitor to a Nature-Based Place, we're all looking to create experiences that we want to share by telling our friends and families.

## POLITICAL

The political connections relate to the direction, and leadership of the local elected officials of a community and the general will of the residents. The political connection, whether directly or indirectly is often affected by the previous connections, taking into consideration the economic impact of making the physical and social connections. Having the political support to be able to make all of the other connections is absolutely critical to the success of the N-B Placemaking strategy. Without such political support, success can be impossible or extremely difficult to achieve. When the political connection is neutral, weak, or indifferent, a strategy may still be achieved, but then local or regional nonprofit organizations will have to assume a greater role.




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## NATURE-BASED PLACEMAKING (NBP) & THE TOTAL QUALITY EXPERIENCE | APPENDIX B.1.3

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### THE METRICS OF NATURE BASED PLACEMAKING

In determining any kind of success, it is crucial to know what needs to be measured and to know where one is starting from. In establishing the metrics of N-B Placemaking, various indicators are incorporated into the strategy: satisfaction indicators, economic indicators, and sustainability indicators.

### DATA MANAGEMENT PLAN INDICATORS

The following are the metrics that need to be established and benchmarked, and then measured on a regular basis:

#### *Satisfaction Indicators*

- Percent of visitors who rate the overall visitor experience as good or excellent
- Percent of visitors who rate the overall impression of the NBP as good or excellent

#### *Economic Indicators*

- Day visitors as a percent of total visitors
- Overnight visitors as a percent of total visitors
- Number of FTE jobs in direct NBP businesses
- Dollar value of sales from direct NBP businesses
- Number of FTE jobs in indirect NBP businesses
- Dollar value of sales from indirect NBP businesses
- Change in the relevant NAICS location quotient

#### *Sustainability Indicators*

- Percent of residents indicating that they are satisfied with the local impact of tourism
- Ratio of the number of visitors in one year to the local population
- Ratio of the number of visitors in one quarter to the local population
  - Percent of visitors arriving by non-auto means
  - Percent of local enterprises participating in “quality” accreditation programs
  - Percent of local enterprises participating in “green” accreditation programs
  - Percent of local enterprises holding a recognized environmental certification



*How to Become*

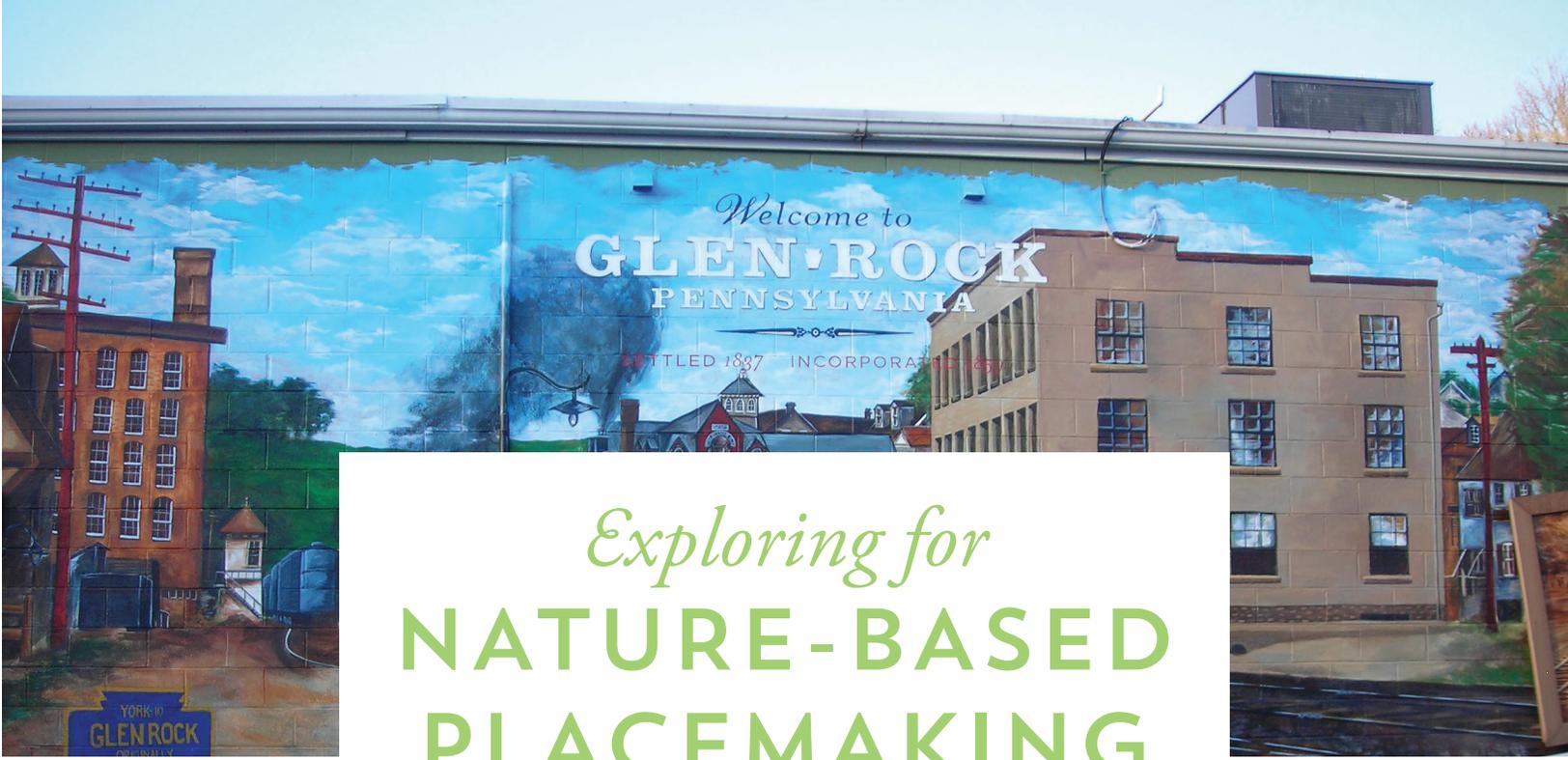
# A NATURE-BASED PLACE

The process of becoming a Nature-Based Place (NBP) is much like the process of an individual developing an interest in an outdoor recreation activity. In developing such an interest, an individual gets introduced to the activity, and then determines if they are interested in the activity, as well as making the investment necessary to fully enjoy the benefits associated with visiting the recreational asset.

In much the same way, N-B Placemaking is a well-defined, multi-step process designed to take a local organization through a clearly laid out pathway from being introduced to the concept to realizing the benefits of being designated as a Pennsylvania Nature-Based Place. The three step process to becoming a Nature-Based Place is as follows:



The following pages define each of these “phases”, the expectations associated with each phase and the milestones to be obtained before moving to the next phase.



## Exploring for NATURE-BASED PLACEMAKING

The easiest element of the Exploration Phase is Registration. Registration is designed to inform the participating Commonwealth departments, and its third party technical assistance provider(s), of those communities/organizations interested in moving ahead with the N-B Placemaking Process. Registration is a simple process of providing very basic information about the community considering the N-B Placemaking Process and the organization that will lead the effort. The purpose of registration is to provide the Nature-Based Placemaking Coordinating Committee, the participating departments and any technical assistance providers working on behalf of the departments, with contact information to ensure that appropriate tools and resources are made available to interested communities.

By registering, local organizations interested in pursuing the N-B Placemaking Process will be placed on an e-mail distribution list and be provided with user names and passwords to access the information required in the following phases. To ensure that only those registrants serious about exploring the process and benefits of Nature-Based Place Designation submit contact information, a small registration fee of \$100 will be required. Completing the N-B Placemaking Registration Form and payment of the \$100 registration fee immediately moves the lead organization deeper into the Exploration Phase.

The remainder of the Exploration Phase is a self-assessment process that allows the lead organization to determine if completing the N-B Placemaking Process is appropriate for its revitalization purposes. Completing a series of work sheets, and the inclusion of certain documents associated with those work sheets, is required during the Exploration Phase. In addition, during the Exploration Phase, the local organization will be required to initiate a Nature-Based Placemaking Image Development Report. The combination of the worksheets, associated documents and the Image Development Report shall constitute the Exploration Self Assessment. Upon entering the Exploration Phase, a series of on-line technical assistance resources are made available to the “Exploring Organization” as well as webinars to assist interested organizations with completing the **Exploration** worksheets and the Image Development Report. There is no direct financial assistance available to communities during the **Exploration Phase Self Assessment** process. Upon completion and submission of the *Exploration Phase Self-Assessment*, 50% of the registration fee is returned to the lead organization. A community will have one year to complete its Self-Assessment from the date of registration. After that period, re-registration is required.

*The N-B Placemaking five year strategic plan should reflect action taken towards addressing the Image Development Report's survey results, the potential issues associated with any negative ratings, in addition to recognizing the areas that have received "undecided" or "unaware" responses.*

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## THE IMAGE DEVELOPMENT REPORT

The **Image Development Report** is based on the results of a survey that consists of a series of standard perceptual questions that are asked about a place being considered for N-B Placemaking Designation. The purpose of this survey tool is to get a better idea of how people feel about common attributes that contribute to a "sense of place" within a community. The questions are based upon a matrix for what constitutes a "great place" that was developed by the Project for Public Spaces.

This survey acts as a guide in providing direction at the initial stage of the N-B Placemaking revitalization process and at crucial junctures during the process, such as at the beginning and end of designation, or when significant changes have impacted the community. Ideally, the N-B Placemaking five year strategic plan should reflect action taken towards addressing the Image Development Report's survey results, and the potential issues associated with any negative ratings. The positive responses should also be addressed as they indicate areas that may require

some sort of maintenance strategy.

The online survey consists of participants responding to the survey by evaluating their feelings and opinions about 44 different factors in five major perceptual categories. These categories include: Comfort & Appearance, Economic Uses/Characteristics, Sociability/Community Attitude, Activities and Access/Linkages. Just as important as the individual factors is the extent to which the major categories may be determined to be either a strength or a weakness within the community. Communities with high positive scores on the Image Development Report have good indications of strengths to be built upon in completing their N-B Placemaking Plan in the **Cultivation Phase**. Communities with high negatives in one or more categories have good indications of problems or hurdles that must be addressed.

It is imperative for the purpose of this survey to understand that *undecided* responses are generally counted as negative factors since they are an indication of a lack of familiarity with the "Place" and as such, should be interpreted

as a negative result. Substantial negativity reflected in the survey points to a community that may be either in transition or decline. Negative results may however, reflect incorrect perceptions held by the larger community that could have a negative impact of the N-B Placemaking effort, and be full of opportunity but also sharing the possibility of decline. However, uncertainty can also be an indication of a lack of awareness or a perceived disconnect of the revitalization effort in the community.

Generally, the online survey is promoted by email news blasts and media announcements to the community and through various employers, press releases, and sometimes during community events. In an ideal situation, an **Image Development Report** will generate, on average, several hundred responses.

# SAMPLE IMAGE DEVELOPMENT REPORT USED IN PENNSYLVANIA MAIN STREET PROGRAMS

	<i>The Central Business District...</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>?</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Overall</i>
Comfort and Appearance	is safe	23%					53%
	is clean	75%					75%
	is green	16%					61%
	is charming	21%					
	has quality historic architecture	14%					73%
	has places to sit and relax	84%					84%
	has well maintained buildings	11%					81%
	has adequate lighting at night	23%					62%
	has an identifiable logo	23%					
	has inviting storefronts	16%					59%
	Economic Characteristics	has the right mix of businesses	16%				
has available good and services		16%					
has unique businesses		22%					
is business friendly		30%					
has prices I can afford		17%					70%
has a low first floor vacancy rate		42%					
has attractive second floor housing		19%					60%
has places to live		22%					
has places where people can work		15%					72%
appeals to a broad range of users		17%					60%
Community Attitude	is welcoming to strangers	21%					50%
	shows our community's pride	19%					64%
	a friendly place to spend time	25%					50%
	has stakeholders who cooperate	46%					
	is customer friendly	12%					76%
	has a volunteer spirit	30%					
	communicates with the community	41%					
	is progressive and future oriented	23%					67%
Activities	has a good array of special events	21%					
	is vibrant during the day	22%					65%
	is vibrant in the evening	14%					78%
	has activities that create foot traffic	12%					76%
	is well promoted and marketed	12%					85%
	has an image I understand	24%					58%
	convenient customer hours for me	19%					63%
Access and Linkages	has good directional signage	29%					
	has sufficient, easy-to-find parking	14%					53%
	is well connected to other attractions	20%					67%
	can be reached by bike, car, walking	12%					59%
	is convenient to major highways	12%					52%
	has good sidewalks for pedestrians	83%					83%
	is a safe place to cross the street	13%					66%
	has smooth flowing traffic	17%					54%
	is walkable to & from other places	15%					57%



## THE SELF ASSESSMENT WORKSHEETS

The second element of the Exploration Phase is the completion of the Exploration Phase Worksheets. The actual worksheets to be completed are determined based on completion of the primary assessment worksheet, the Self Assessment Tool Worksheet. This worksheet asks the lead organization to answer a series of ten (10) questions. Six of the ten questions are indications of the extent to which the community has the basic elements associated with N-B Placemaking in existence in their community. By answering YES to these questions, the local, lead organization is then asked to provide evidence of the existence of these elements by completing a specific form for each question and/or attaching additional documentation.

The purpose of these six questions is to answer the following questions:

- Do one or more Nature-Based Assets exist within the area?
- Is there an organization dedicated to the development of the Nature-Based Asset?
- Is there a defined Place in proximity to the asset?
- Is there a revitalization organization willing to take on N-B Placemaking?
- Does the local governing body support the N-B Placemaking initiative?
- Does the community at large support the N-B Placemaking initiative?

The other four questions in the Summary Worksheet help to define the extent to which the local effort understands the Nature-Based Place environment of its area, as it relates to users of the asset, and the current economic relationship between the outdoor recreation's asset and the place.

These four questions include:

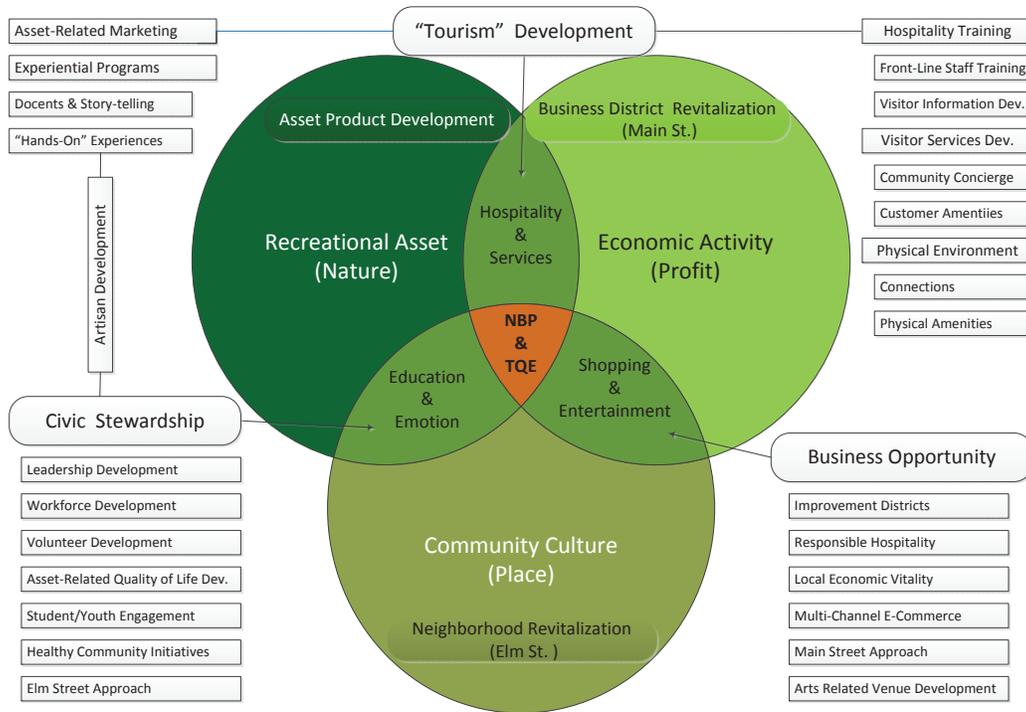
- Is there a user profile of those visiting the outdoor recreational asset(s)?
- Are there businesses that are direct suppliers of goods and services to the users of the asset?
- Are there hospitality businesses within or in close proximity to the Place?
- Are there identifiable linkages between the outdoor recreational asset and the Place?

**COMMUNITIES THAT ANSWER YES TO THE FIRST SIX QUESTIONS, COMPLETE THE ASSOCIATED FORMS, AND PROVIDE THE REQUIRED DOCUMENTATION ARE ELIGIBLE TO MOVE INTO THE CULTIVATION PHASE. ELIGIBILITY IS NOT AUTOMATIC. IT MUST BE APPROVED AND CONVEYED BY THE NATURE-BASED PLACEMAKING COORDINATING COMMITTEE. ELIGIBILITY DOES NOT GUARANTEE THAT SUCH APPROVAL TO THE NEXT PHASE WILL BE APPROVED. A COMPLETE LISTING OF THE**

**WORKSHEETS, FORMS AND DOCUMENTS REQUIRED TO BE COMPLETED DURING THE EXPLORATION PHASE ARE INCLUDED IN APPENDIX C. COMMUNITIES THAT DO NOT ANSWER YES TO THE SECOND SET OF FOUR QUESTIONS MAY STILL MOVE INTO THE CULTIVATION PHASE, BUT MUST BE ABLE TO ANSWER YES TO THESE FOUR QUESTIONS BEFORE THEY GRADUATE FROM PLANNING TO IMPLEMENTATION IN THE CULTIVATION PHASE.**

*Cultivating a*  
**NATURE-BASED PLACE**  
*and the*  
**NATURE-BASED  
PLACEMAKING PLAN**





## NATURE-BASED PLACEMAKING (NBP) & THE TOTAL QUALITY EXPERIENCE | APPENDIX B.1.4

### CULTIVATING A NATURE-BASED PLACE AND THE NATURE-BASED PLACEMAKING PLAN

Once a community successfully completes the Exploration Phase, a community may be approved by the Nature-Based Placemaking Coordinating Committee to advance into the Cultivation Phase. The Cultivation Phase consists of two stages, Planning and Implementation. Depending on the extent and detail of any currently existing plans, a local organization may be able to move quickly from the Planning Stage into the Implementation Stage of the Cultivation Phase.

The cornerstone of the Planning Stage of the Cultivation Phase of N-B Placemaking is the preparation and implementation of an N-B Placemaking Plan. The N-B Placemaking Plan may be a stand-alone document dedicated exclusively to the implementation of an N-B Placemaking effort. It could be included in, or developed as part of, an existing effort such as a River Town or Trail Town Plan. The N-B Placemaking Plan may also be integrated into a larger community revitalization plan such as a Main Street or Elm Street Five Year Action Strategy, a plan associated with a

Conservation Landscape area, the Management Action Plan of a Heritage Area, a Neighborhood Partnership Plan required by the Neighborhood Assistance Program, the Blueprint Communities Plan, or some other similar planning document. The N-B Placemaking Plan is not meant to replace or negate any efforts that currently exist, as existing efforts are encouraged, and in fact expected, to continue. The N-B Placemaking Plan should look to integrate and identify existing linkages, responsibilities, programs, projects, etc.

Regardless of the document that holds the "N-B Placemaking Plan," there are certain elements that are required of an acceptable N-B Placemaking Plans. These required elements include the following:

- General Plan Elements
- Visitor Readiness Element
- Business Opportunity Element
- Civic Stewardship Element
- Safe-Clean-Green Element

A brief discussion of each of these elements follows

*As in any good planning process, the final N-B Placemaking Plan will include a series of standard elements required of all communities seeking to move from the planning stage to the implementation phase. The required components of any N-B Placemaking Plan should include but not necessarily be limited to the following:*

## 1 N-B PLACEMAKING VISION

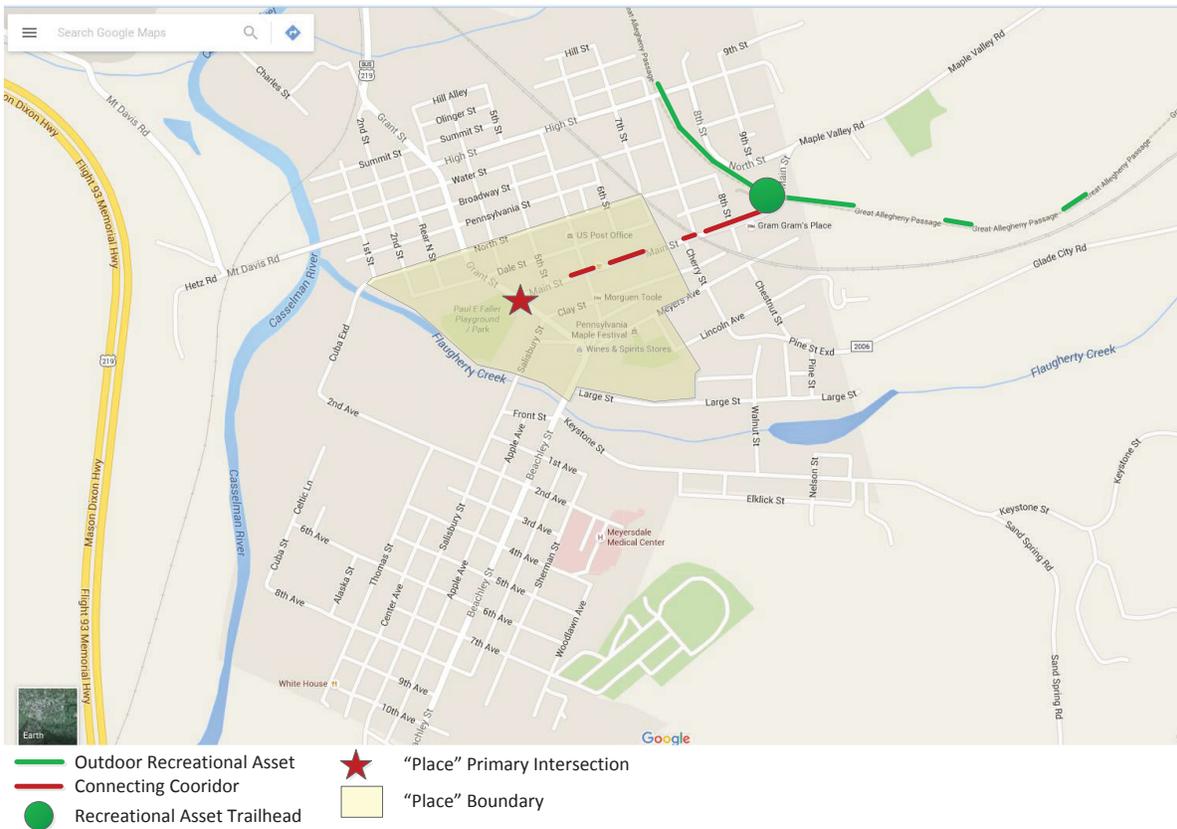
While it goes without saying that becoming a NBP is the vision for an organization in preparing a N-B Placemaking Plan, putting that vision down on paper and defining the general concepts of that vision are the critical first steps. There are two schools of thought on preparing a vision statement. One school believes that the vision statement should be short and sweet while the other believes vision statements have to have enough detail for the implementing board of directors to make well thought-out decisions. The reality is that the vision statement should be *responsive* to the audience that is viewing/using the statement. The more engaged the audience, the higher the level of understanding they will need of the terms and phrases used in the vision statement. As such, a well defined vision with lots of clarifying statements and conditions should be prepared first, primarily for the use of the implementing organizations. Then as the level of engagement by the reader/user decreases, the vision statement can become more general and inspirational. Instructional sessions on creating new or adopting existing vision statements to be made more responsive will be available to communities in the Cultivation Phase.

## 2 PROPOSED N-B PLACEMAKING OUTCOMES

Once it has been determined that a community wants to become a NBP, perhaps the most critical and important next step is to answer the question – to what end? When the N-B Placemaking Plan has been implemented, and the community is reviewing the results, what changes does it hope to see in the short-term, the mid-term and the long-term? While outputs are largely under the control of the local revitalization organization, the outcomes resulting from the outputs are not. In the collective impact model referenced earlier, these would be the “shared measures” of success. For this kind of activity, typical outcomes might be: increased visitation rates, net new jobs, increased sales, reduced storefront vacancies, increased residential investment or property values, higher rates of citizen involvement, etc. It is important that these proposed outcomes be established early in the process and that baseline data on the current status of each measure be determined. A plan for collecting, storing and reporting on the proposed outcomes should also be developed during this part of the planning process.

## 3 A NATURE-BASED PLACEMAKING MAP

Utilizing the mapping elements defined by Calthorpe in Section III that refer to *The Regional City*, each N-B Placemaking Plan submitted for consideration should include a map which delineates boundaries of the outdoor recreational asset(s) (Preserves), the pathway (Corridor) that connects the outdoor recreational asset to the place (Center) and the other relevant points (Nodes) along the Corridor that may exist and are important to the development of the plan. The NBP Map should also indicate a “primary intersection” in the business district that may be used as a defining point for measuring distances and other geographic references related to the plan. An example of such an acceptable plan map using Google Maps and Microsoft Visio is shown on the following page.



4

## A N-B PLACEMAKING PLAN-ORGANIZATIONAL PARTNERSHIPS NARRATIVE AND ORGANIZATIONAL CHART ELEMENT

An essential element of any N-B Placemaking Plan is an organizational chart that clearly defines the partners in the N-B Placemaking effort. A key element of the N-B Placemaking organizational structure would be a local N-B Placemaking Coordinating Committee and the identification of the local “backbone organization” as described in the “Collective Impact” model defined previously in this plan. The organizational partnerships narrative should briefly define each of the local organizations (no more than one paragraph for each organization) who have a role to play in the development and implementation of the N-B Placemaking Plan. This paragraph should include the nature of the partner (public, private, non-profit), how long the organization has been in existence and the role that the organization will play in developing and/or implementing the plan. It would be expected that each N-B Placemaking Plan would include a N-B Placemaking Plan Coordination Committee to provide advice to the backbone organization. A sample organizational chart can be found at [padowntown.org](http://padowntown.org).

5

## N-B PLACEMAKING PLAN NARRATIVE

The plan should include a brief narrative of each activity that the N-B Placemaking Plan identifies for development and implementation. The narrative should, with just a few sentences, provide some degree of clarity as to the specifics of the activity to be undertaken. Generally speaking, the plan will follow some identified format. This format could include that of an existing plan such as an existing Main Street (Design, Promotion, Organization, and Economic Vitality) or a River Town Plan. If the plan is new and is based on the sub-plan elements defined below, the components might be Visitor Readiness, Business Opportunity, Civic Stewardship and Safe, Clean, and Green. The plan should also use a “plan item numbering system” to link the elements of the plan narrative with the N-B Placemaking Plan Strategy Matrix. Using the numbering system in the sections below an example of an acceptable plan narrative component might be as follows:

*Item 2.a. Wayfinding Signage System. Over the next two years, a wayfinding signage system will be developed and installed. The local Main Street Program will be responsible for overseeing development of the wayfinding signage system, bidding and overseeing installation and conducting fundraising necessary for this activity.*

# 6

## A N-B PLACEMAKING PLAN STRATEGY MATRIX

The N-B Placemaking Strategy Matrix is a “one-stop-shop” for the organizations and individuals implementing the N-B Placemaking Plan. The N-B Placemaking Plan Matrix is designed to ensure that

the elements of a “SMARTER” approach to setting goals and objectives are an integral part of the N-B Placemaking Plan. While it is beyond the scope of this handbook to go into detail on the issue of setting SMARTER goals and objectives a brief overview of this acronym is provided here for the uninitiated.

# SMARTER Goals

**SPECIFIC** goals are precise and clear, rather than overly broad or ambiguous. They answer questions like: who is involved, what do we want to accomplish, where must this be done, when should it be performed. For example, “Join a health club and workout 3 days per week,” versus, “Get in shape.”

**MEASURABLE** goals are quantifiable: in other words, you can establish concrete criteria for measuring your progress toward the attainment of each goal you set. You should be able to answer questions such as: how much, how many, and how will we know when it is accomplished?

**ACHIEVABLE/ATTAINABLE** goals meet the common sense test that they require a change in current practices or behavior to be achievable. You figure out ways to accomplish your goals by developing the attitudes, abilities, skills and financial capacity to reach them.

**REALISTIC** goals represent items toward which you are both willing and able to work. A goal can be both high and realistic, you must decide for yourself what that is. The test for “realistic” is a careful study of the past to know what is a “stretch” for the community and what is wildly and unreasonably optimistic. You must truly believe that it can be accomplished.

**TIME-BOUND** goals have an endpoint that can be found on a calendar. Timeframes tied to your goals provide a sense of urgency to help motivate you.

**EVALUATE** goals regularly and adjust them as needed to account for changes in the local situation or the availability of resources.

**RE-DO** goals after the evaluation process and iteratively go through the SMARTER process.

*The concept of the N-B Placemaking Strategy Matrix is to have all of the information in one place. The N-B Placemaking Strategy Matrix can be one developed specifically for the N-B Placemaking Plan or it may utilize the format provided as part of this handbook. In either case the N-B Placemaking Plan will be evaluated to ensure that the elements of a SMARTER approach to the goals and objectives that are presented in the plan are included. A sample of an acceptable N-B Placemaking Plan Strategy Matrix can be found at [padowntown.org](http://padowntown.org).*



## THE VISITOR READINESS PLAN

This plan component creates and maintains the direct linkages and contacts between the physical location of the recreational asset and the users of the asset, and the place. The actions to be developed and undertaken in the Visitor Readiness section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

- a. Wayfinding signage system plan.
- b. A "Complete Streets" effort with emphasis on walkability and bikeability.
- c. Visitor information systems, including printed, electronic and on-line.
- d. "Community Concierge" programs.
- e. Docent or storytelling initiatives.
- f. Experiential programs in the place, including hands-on educational experiences.
- g. Special events calendars, which may be seasonal.
- h. Public amenities for visitors and customers.
- i. WiFi and hot spot initiatives.
- j. Seasonal "surge parking" plans and facilities.

## THE BUSINESS OPPORTUNITY PLAN

This element of the N-B Placemaking Plan ensures that the business community is in a position to take advantage of the economic opportunities presented when users of the recreational asset visit the place. More so than the Visitor Readiness Plan, which deals with the place as a whole, the Business Opportunity Plan focuses on the readiness of individual businesses located within the place. The actions to be developed and undertaken in the Business Opportunity section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

- a. Recreational Asset User Profile, information distribution.
- b. "Responsible Hospitality" activities.
- c. Hospitality training for front-line service and retail staff.
- d. Local heritage training for front-line service and retail staff.
- e. Multi-channel e-commerce.
- f. "Off-Day" venues and activities.
- g. "Target audience" informational/educational sessions.
- h. Seasonal retail promotions.
- i. Local business "Opportunity Gap" expansion efforts.
- j. New business "Opportunity Gap" development/recruitment efforts.
- k. Diversity and inclusiveness training.
- l. General N-B Placemaking image marketing of the place.
- m. Local artisan related support efforts.



## THE CIVIC STEWARDSHIP PLAN

The element of the plan designed to engage the larger community in the local N-B Placemaking initiative is the “Civic Stewardship” component of the N-B Placemaking Plan. This plan element engages the elected leadership of the community along with the leadership of the relevant non-profit institutions. The civic stewardship element also seeks to involve the school system and residents of the community in the process. The overall goal of this plan element is to ensure that the larger community benefits from the N-B Placemaking initiative and not just the business community. The actions to be developed and undertaken in the Civic Stewardship section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

- a. Elected leadership educational and informational sessions.
- b. Institutional and residential informational sessions focusing on quality of life.
- c. Workforce development initiatives with the local workforce investment board
- d. A N-B Placemaking-related volunteer development effort.
- e. A commitment to historic preservation.
- f. A community commitment to inclusiveness and tolerance.
- g. Healthy community initiatives in association with appropriate local health care systems.
- h. Educational sessions designed in cooperation with the local school system.

## SAFE-CLEAN-GREEN PLAN

A fundamental component of all N-B Placemaking Plans is an examination of the need for, and if determined necessary, the implementation of a Safe-Clean-Green Plan, with a particular emphasis on safe and clean. As a primary goal of the N-B Placemaking initiative in the attraction of visitors to the town in proximity to the recreational asset, both the perception and reality of a “place” and the corridors that connect the place to the recreational asset, as being both safe and clean is of paramount importance. Organizations that have determined that safety and cleanliness are not what they should be (this should be done prior to marketing the community as a Nature-Based Place to the larger visitor population) should include an aggressive Safe-Clean-Green component in their plan. The actions to be developed and undertaken in the Safe-Clean-Green section of the plan should include, but not necessarily be limited to, the development and implementation of the following:

- a. A detailed review of the community is Part 1 and Part 2 crime statistics.
- b. A detailed review of the community’s N-B Placemaking Image Development Report developed during the Exploration Phase.
- c. Undertaking a “Keep Pennsylvania Beautiful” Litter Index Survey.
- d. A Crime prevention plan consistent with the findings of Item 4.a and 4.b above.
- e. A litter prevention program consistent with the findings of Item 4.b and 4.c above.



## FROM THE DATE OF THE LETTER INDICATING THAT A LOCAL COMMUNITY HAS BEEN APPROVED TO MOVE INTO THE PLANNING STAGE OF THE CULTIVATION PHASE,

the local backbone organization, in cooperation with the identified local partners, will have two years to complete an acceptable N-B Placemaking Plan. When the local organization

believes that it has met the requirements of an acceptable N-B Placemaking Plan, the plan shall be reviewed by the N-B Placemaking Coordinating Committee with the support of any third party provider that may have been contracted with the Coordinating Committee for such support services. If approved by the N-B Placemaking Coordinating Committee, the local N-B Placemaking effort moves into the Implementation Stage of the Cultivation Phase. At such point the local N-B Placemaking effort, through the identified backbone organization, shall become eligible for more Pennsylvania Downtown Center technical assistance and/or Commonwealth program support.

It should be noted here that a given community may be simultaneously implementing N-B Placemaking-like activities on its own, while it is still working to get its existing planning document into shape to be accepted as an N-B Placemaking Plan. Generally speaking however, the financial resources would be emanating from sources other than a potential N-B Placemaking funding pool. Communities that already have the framework of an N-B Placemaking-like plan in place need not create an entirely new plan. In that case, the local backbone organization simply needs to amend the current plan document to ensure that the required elements of an acceptable N-B Placemaking Plan are integrated into the existing planning process. This may require a range of effort, from little to relatively extensive amendment and modification, depending on the existing plan. So while the N-B Placemaking planning stage may extend for up to two years, organizations that have already started a similar planning process should be able to move through this stage in a shorter time frame.

## CULTIVATION PHASE IMPLEMENTATION

Upon notification that a community has moved from the Planning Stage of Cultivation to the “Implementation Stage,” the process of taking the actions necessary to (hopefully) meet the criteria for becoming a Nature-Based Place (NBP) Destination, with a possibility of a broader array of Commonwealth financial and technical support, will begin in earnest. The Implementation Phase of Cultivation is an “output” focused section on the pathway to becoming an NBP Destination. During this stage, the local organization and its partners will implement the defined elements included in the N-B Placemaking Plan.

During the Implementation Stage, the local backbone organization and its N-B Placemaking partners will be eligible to access a well defined set of financial and technical assistance.



# APPENDICES

# Appendix A

## GLOSSARY

**ACTIVELY SUPPORT** A demonstration of encouragement, collaboration, and/or assistance, by the governing body of the municipality where the “place” is located, to support the designation and activities of the outdoor nature-based recreational asset, its users and the activities around the asset. Examples include, but are not limited to: resolution of general support for the N-B Placemaking effort and/or vision statement; the incorporation of the N-B Placemaking efforts in the: municipal comprehensive plan, zoning ordinance, and/or municipal capital improvement budget; attendance by officials at N-B Placemaking leadership training and local N-B Placemaking organizational participation; and/or financial support of the effort (see *governing body*).

**APPEAR TO SUPPORT** In reference to the activity by the community-at-large (see *community-at-large*), positive public activities that support the Nature-Based Placemaking efforts. Examples of positive support include, but are not limited to: citizen petitions, editorials, letters, social media postings, fundraising activities, inclusion in existing initiatives or events, etc.

**ASSET DEVELOPMENT/MANAGEMENT ORGANIZATION** The local or regional nonprofit organization that oversees the initial creation and/or the maintenance of the recreational asset, ongoing ownership management issues, conservation advocacy, keeping the recreational asset safe and clean, and raising money to continue the efforts. This organization may be, but usually will NOT be, the designated organization to oversee the N-B Placemaking planning activities. The asset development/management organization may create greater programming connections to activities in, on, or around the natural asset within the community (Place), as well as linking to complementary activities throughout the region.

**AVERAGE ANNUAL VISITATION** The number of visitors/users to an outdoor, nature-based recreational asset on a yearly basis.

**BEGIN OPERATIONS/OPEN** The month and year of when a local establishment opened for business, or the month and year when an outdoor nature-based recreational asset first opened for visitors.

**BOUNDARY OF THE PLACE** A precisely defined area within the legal border of the municipality (city, borough, or village) where the defined Nature-Based Place is situated. In smaller communities, the “Boundary of the Place” may be the entire municipality.

**CENTRAL BUSINESS DISTRICT** Usually a defined higher-density area in the center of a municipality, where a concentration of retail, service and other commercial establishments are located, often in a historic center of a core community. The “Central Business District” may also be the primary commercial corridor of a neighborhood business district in a larger city.

**CLOSE PROXIMITY TO THE PLACE** Referring to the distance between the nature-based outdoor recreational asset and the place. Customarily, it is a reasonably traveled distance ( $\leq 1$  mile) from the primary intersection of the business district to the nearest “entry point” of the outdoor recreational asset.

**COMMUNITY-AT-LARGE** The larger aggregation of residents, business owners, and other stakeholders who react to the prospects and challenges of the Nature-Based Placemaking effort. (see *appear to support*).

**CRIME RATE** The number of criminal reports and/or arrests per 100,000 of population. It is calculated by first dividing a jurisdiction’s population by 100,000 and then dividing the number of offenses by the resulting figure. [www.ucrdatatool.gov](http://www.ucrdatatool.gov)

**CRIME RATE (PART 1)** Crime data that includes: criminal homicide, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson. These offenses were chosen because they are serious crimes, they occur with regularity in all areas of the country, and they are likely to be reported to police.  
<https://ucr.fbi.gov/>

**CRIME RATE (PART 2)** Crime data based off of arrest data that include cases of the following: simple assaults, forgery and counterfeiting, fraud, embezzlement, stolen property, vandalism, etc.  
<https://ucr.fbi.gov/>

**DIRECT SUPPLIERS** Businesses that provide goods and/or services to users of the Nature-Based Recreational Asset. Examples could include businesses that sell or provide: bicycles, bicycle repair, canoes, kayaks, fishing equipment, hiking supplies, hunting equipment and supplies, skiing equipment, guided tours/excursions, etc.

**ECONOMIC GENERATOR** A community asset (in this case an outdoor recreational asset) that has produced, or has the potential to produce, some level of financial, monetary or other measurable beneficial return to the community in which or near to the location where the asset is situated. Such benefit will usually be produced primarily by the users of the Nature-Based Recreational Assets, whether the customers are visitors to or residents of the Nature-Based Place.

**ESTIMATED ANNUAL SALES/ANNUAL GROSS SALES** This figure defines the total revenue generated by the purchase of goods or services from a commercial or non-profit entity at the end of its fiscal year. It is sales data that can be collected as primary sourced data directly from the individual owner or secondary sourced data from a source like the US Economic Census, or a data mining company such as Nielsen or ESRI. Secondary sourced data cannot be individually attributed to a specific business, but rather to a political or geographic boundary, though primary sourced data can be derived directly from the individual business, if the proprietor is willing to share that data.  
[www.smallbusiness.chron.com](http://www.smallbusiness.chron.com)

**ESTIMATED NUMBER OF JOBS** The number of full-time equivalent (FTQ) jobs for a specific business. This concept may be used to convert the hours worked by several part-time employees into the hours worked by full-time employees. Like estimated annual sales data, it can be collected as primary sourced data directly from the individual business owner or secondary sourced data from a source like the US Economic Census, or a data mining company such as Nielsen or ESRI. Secondary sourced data cannot be individually attributed to a specific business, rather to a political or geographic boundary, though primary sourced data can be derived directly from the individual business, if the proprietor is willing to share that data.

**EXPLORATION PHASE** That portion of the Nature-Based Placemaking process when the local organization, and the community it serves, begins the work of determining if a Nature-Based Placemaking effort is right for them. The first step in this process is to complete a series of work sheets, and the inclusion of certain documents associated with those work sheets.

**EXPLORING ORGANIZATION** This is the lead organization that has expressed an interest in looking into the Nature-Based Placemaking process. The Exploring Organization begins the process by implementing a defined self-assessment process that allows the lead organization to determine if completing the Nature-Based Placemaking process is appropriate for its revitalization purposes.

**GOVERNING BODY** Usually the elected council of a city or borough council, or the board of township supervisors or commissioners presiding over the municipality where the “place” is located.

**HOSPITALITY BUSINESSES/INDUSTRY** A broad category of fields within the service sector of the economy that includes lodging, event planning, transportation, and additional fields within the tourism industry. It is reliant on customers having disposable time and disposable income.  
<http://topologypro.com/industries/>

**IDENTIFIABLE LINKAGES** Identifiable linkages are the physical connections between the nature-based outdoor recreational asset and the “place” that are clearly marked and identified. These linkages include, but are not limited to: wayfinding signage systems; dedicated or defined bike lane/path; dedicated or defined walking lane/path/sidewalk; public transit operating between the asset and the “place”; a primary road; and/or shuttle service.

**LOCAL REVITALIZATION ORGANIZATION** The local or regional nonprofit entity that oversees the revitalization strategy for the “place” or the region. While it may, on occasion, serve as the asset management organization, it will not usually do so. The organization could be: a Main Street or Elm Street organization, chamber of commerce, merchant/business association, community development corporation, or an economic development corporation.

**NAICS CODE** North America Industrial Classification System –the detailed numbering system used by business and government to classify business establishments according to their type of economic activity. <http://www.census.gov/eos/www/naics/>

**NATURE-BASED PLACEMAKING (N-B PLACEMAKING)** An evolving, integrated theory that intertwines a community’s natural, outdoor recreational resources (assets), the recreational activities associated with those resources, and the potential economic impact of those activities for the both the tangible and intangible benefit of the communities involved. N-B Placemaking is the next generation of an outdoor recreation-based revitalization strategy.

**NATURE-BASED RECREATIONAL ASSET** The Nature-Based Recreational Asset is any lake, river, trail, mountain, greenway, etc. that draws users for recreational activity.

**NEIGHBORHOOD BUSINESS DISTRICT** Usually a defined area composed primarily of residential units in a core community, interspersed with some businesses and other commercial establishments. The residential units can be single-family attached or detached homes, multi-family units, apartments, or mixed-use.

**PLACE** A place is a clearly defined area with legible and understandable boundaries and a set of characteristics that make it readily recognizable as being unique and different from its surroundings. In much of Pennsylvania, a place is defined as a core community, a town or a city, and in some cases the entirety of a defined borough or city. For the purpose of Nature-Based Placemaking, a place has clearly defined boundaries that can be mapped and allows for data to be aggregated.

**PLACEMAKING** It is an overarching idea and a hands-on approach for improving a neighborhood, city, or region, Placemaking inspires people to collectively re-imagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

[www.pps.org](http://www.pps.org)

**PRIMARY INTERSECTION** A centrally located point, or the intersection of two main streets within a community, that is generally considered the main crossroad within a business district. This primary intersection is used as a point of reference for collecting data and defining radii that are important to the economic metrics of a community-such as trade area. It provides the principle point for collecting data for a Walk Score count.

**SIGNIFICANT PORTION OF THEIR BUSINESS** The amount of annual revenue, both from a dollar and percentage perspective that is dependent on a specific type of customer, activity, or event generated by a given activity. A significant portion of business refers to that threshold upon which either an increase or decrease in revenue from a particular source would have a consequential effect on the general operations of the business. This amount is arbitrary and will vary from business to business.

## **TOTAL QUALITY EXPERIENCE (TQE)**

It is the intersection of a community's natural assets, the economic activity around those assets, and the culture or attitude of the community towards both the assets and the associated activities. N-B Placemaking occurs when all of these focus areas are working in cooperation and conjunction with each other, and thereby create a Total Quality Experience (TQE).

## **TYPE OF PLACE** (see *Place*)

**USER EXPENDITURE SURVEY** A survey that determines the amount of time and money spent when actively participating in the nature-based outdoor recreational activity, at the hospitality related businesses and the direct businesses, when visiting the Nature-Based Place. This information is collected as primary sourced data from the user by means of a customer intercept or online survey, usually implemented by either the asset management or the local revitalization organization.

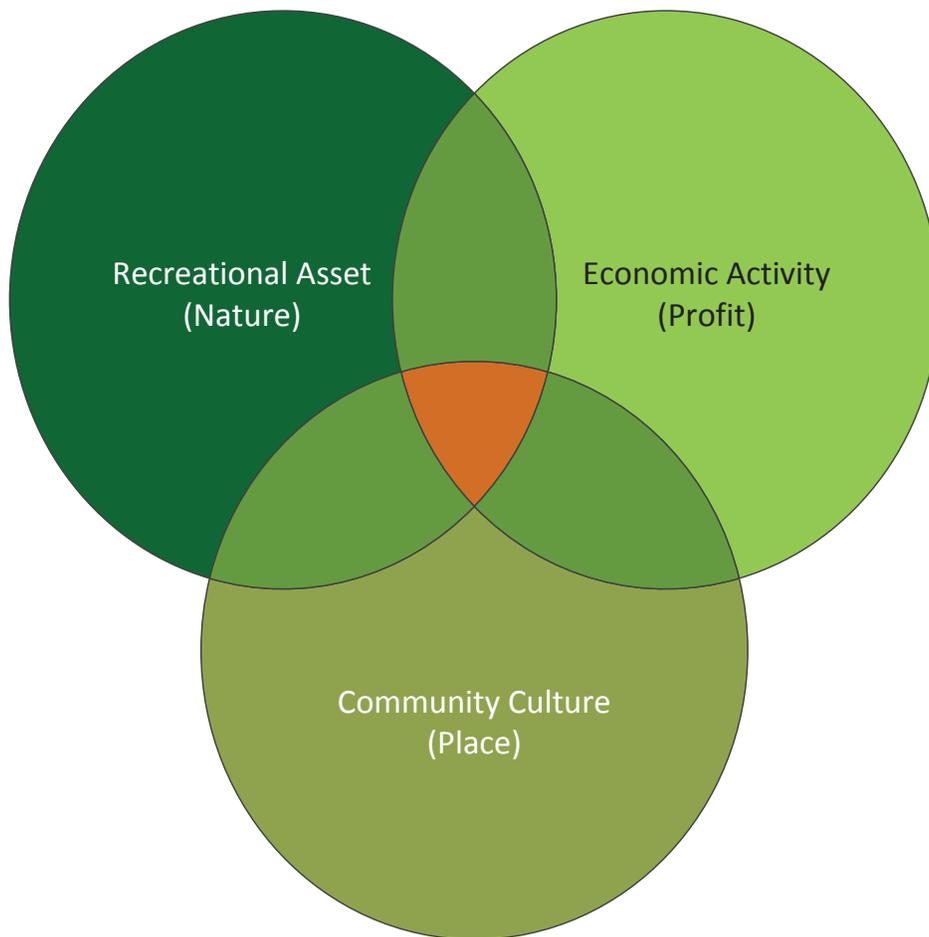
**USER PROFILE** The socio-economic and psychographic characteristics of the recreational asset user. This basic information on the socio-economic characteristic of the recreational asset user is collected as primary sourced data by means of a customer intercept or online survey, usually implemented by either the asset management or the local revitalization organization.

**USER SATISFACTION SURVEY** A survey that determines the level of pleasure and approval that the user experiences when actively participating in the nature-based outdoor recreational activity, and when visiting the Nature-Based Place. This information is collected as primary sourced data from the user by means of a customer intercept or online survey, usually implemented by either the asset management or the local revitalization organization.

**WALK SCORE** Walk Score measures the pedestrian-friendliness of any address by analyzing hundreds of walking routes to nearby amenities. Walk Score quantifies this walkability metric by analyzing population density and road statistics such as block length and intersection density. Also available for some locations are: Transit Score, Bike Score, Crime Grade, and City & Neighborhood Rankings. Data sources include Google, Education.com, Open Street Map, the U.S. Census, Localeze, and places added by the Walk Score user community. [www.walkscore.com](http://www.walkscore.com)

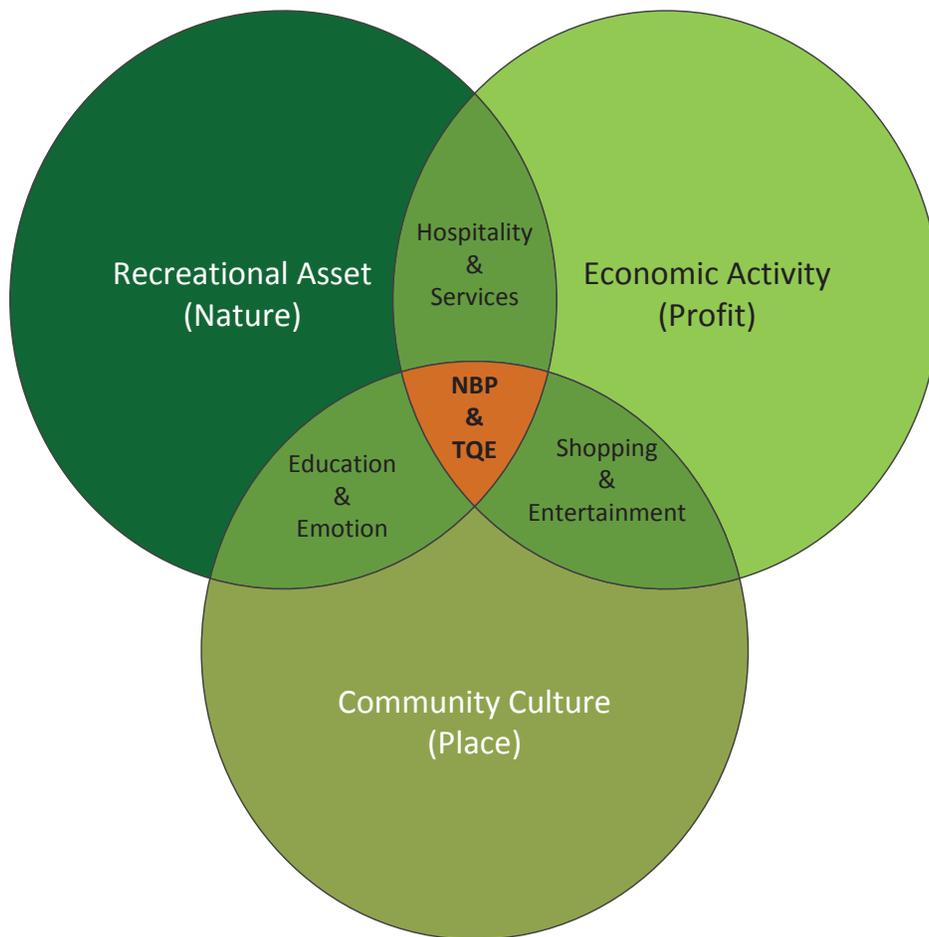
*Appendix B*  
THE NATURE-BASED  
PLACEMAKING DIAGRAM

**B.1.O NATURE – PLACE – PROFIT**



*Appendix B*  
**THE NATURE-BASED  
PLACEMAKING DIAGRAM**

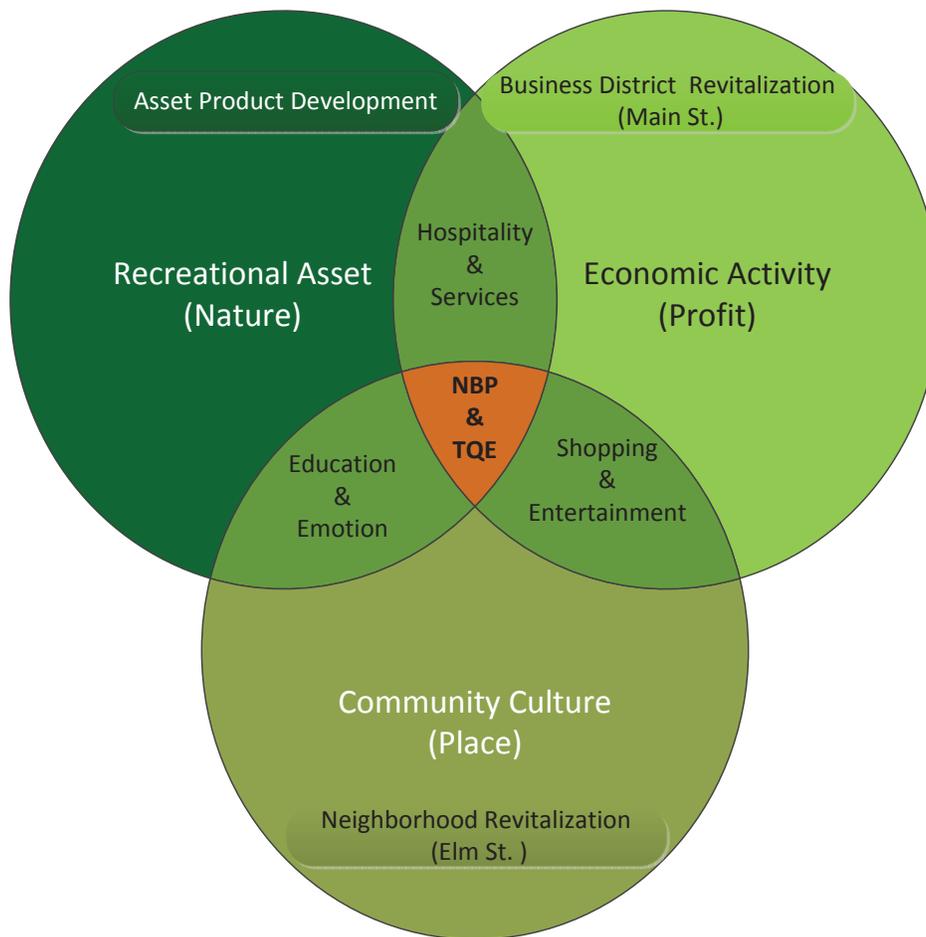
**B.1.1 HOSPITALITY & SERVICES +  
EDUCATION & EMOTION + SHOPPING  
& ENTERTAINMENT = NATURE-  
BASED PLACE AND TOTAL QUALITY  
EXPERIENCE**



# Appendix B

## THE NATURE-BASED PLACEMAKING DIAGRAM

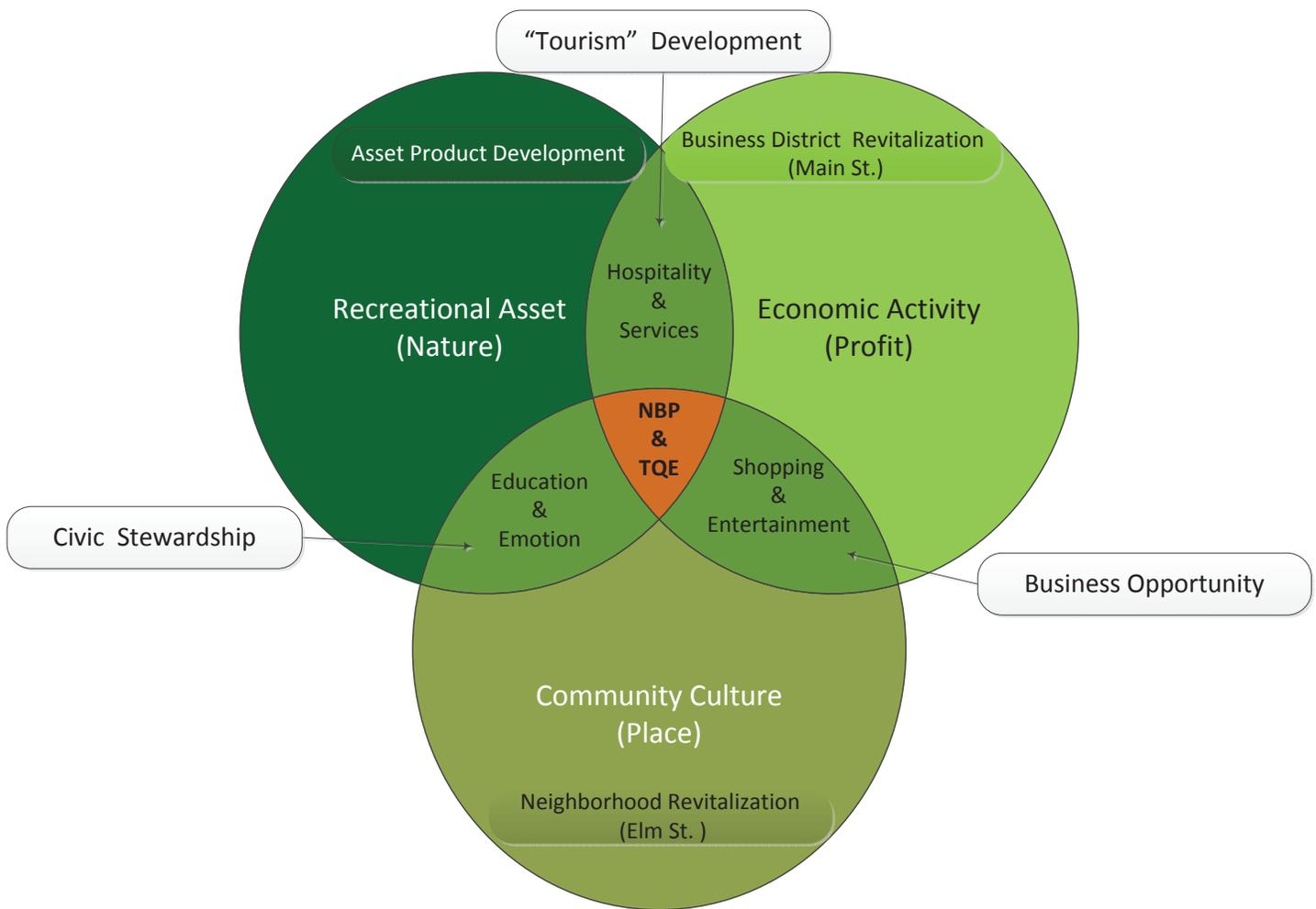
### B.1.2 ASSET PRODUCT DEVELOPMENT, BUSINESS DISTRICT REVITALIZATION & NEIGHBORHOOD REVITALIZATION



# Appendix B

## THE NATURE-BASED PLACEMAKING DIAGRAM

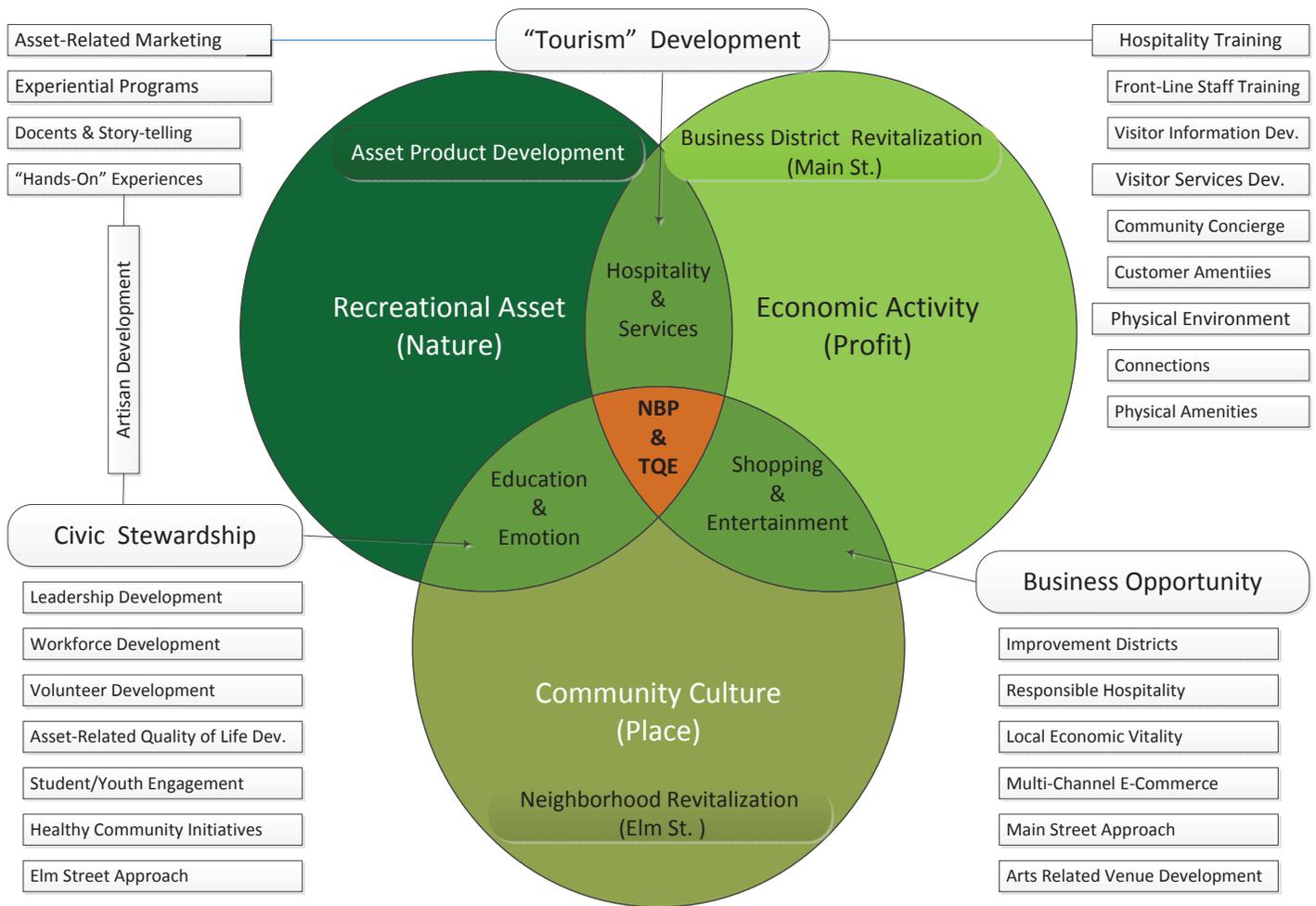
### B.1.3 “TOURISM” DEVELOPMENT, CIVIC STEWARDSHIP & BUSINESS OPPORTUNITY



# Appendix B

## THE NATURE-BASED PLACEMAKING DIAGRAM

### B.1.4 ACTIVITIES, PROGRAMS, PROJECTS & INITIATIVES



<b>NATURE-BASED PLACEMAKING “EXPLORATION PHASE”          SELF -ASSESSMENT TOOL</b>		
1. Does there exist one or more outdoor, nature based recreational assets that have the potential to be an economic generator for the community?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 1, complete Form NPB-E1 for each asset.</i>		
2. Does there exist one or more asset development organizations for each outdoor nature-based recreational asset you identified? (if you answered YES to Question 1)	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 2, complete Form NPB-E2 for each organization.</i>		
3. Does the asset development organization have a good understanding of the user profile of each outdoor nature-based recreational asset?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 3, complete Form NPB-E3 for each profile.</i>		
4. Is there a defined “place” in close proximity to the outdoor nature-based recreational asset that could become a Nature-Based Place?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 4, complete Form NPB-E4 for each place.</i>		
5. Are there businesses within the boundary of the place that are direct suppliers of goods and/or services to the users of the outdoor nature-based recreational asset(s)?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 5, complete Form NPB-E5.</i>		
6. Are there hospitality-related businesses located within the boundary of the place that derive a significant portion of their business from the users of the outdoor nature-based recreational asset?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 6, complete Form NPB-E6.</i>		
7. Are there identifiable linkages between the outdoor, nature-based recreational asset and the “Place?”	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 7, complete Form NPB-E7.</i>		
8. Is there a local revitalization organization committed to working in partnership with other local organizations to help the Place attain Nature-Based Place designation?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 8, complete Form NPB-E8.</i>		
9. Does the governing body of the municipality where the potential nature-based place is located actively support the effort to obtain a Nature-Based Place designation?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 9, complete Form NPB-E9.</i>		
10. Do the community-at-large where the potential nature-based place is located, appear to support the effort to obtain a Nature-Based Place designation?	<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 10, complete Form NPB-E10</i>		

**FORM NBP-E1: NATURE-BASED RECREATIONAL ASSET INVENTORY**

*Please copy this form and complete one form for each outdoor nature-based recreational asset.*

1. Name of the outdoor nature-based recreational asset:			
2. In what year did this recreational asset begin operations/open?			
3. Type (Check all that apply)	4. Size of the asset	5. Seasons of Operations	
<input type="checkbox"/> Trail	Miles	<input type="checkbox"/> Spring	
<input type="checkbox"/> River	Miles	<input type="checkbox"/> Summer	
<input type="checkbox"/> State Park	Acres	<input type="checkbox"/> Autumn	
<input type="checkbox"/> State Forest	Acres	<input type="checkbox"/> Winter	
<input type="checkbox"/> National Park	Acres	<input type="checkbox"/> Year Round	
<input type="checkbox"/> National Forest	Acres		
<input type="checkbox"/> Lake	Acres		
<input type="checkbox"/> Game Land	Acres		
<input type="checkbox"/> Natural Landscape	Sq. Miles/ Acres		
<input type="checkbox"/> Heritage Area Site	Sq. Miles/ Acres		
<input type="checkbox"/> Conservation Landscape	Sq. Miles/ Acres		
<input type="checkbox"/> Other (Specify Below)			
6. Have average annual visitation numbers been established for this recreation asset?		<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
7. If you answered YES to Question 6, what is the average annual visitation number over the last five years?			
8. Has a User Satisfaction Survey ever been conducted for this recreation asset?		<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 8, please attach a copy of the profile and label as <b>Attachment E-2</b></i>			
9. Has a User Expenditure Survey ever been conducted for this recreation asset?		<input type="checkbox"/> YES	<input type="checkbox"/> NO or ?
<i>If you answered YES to Question 9, please attach a copy of the profile and label as <b>Attachment E-3</b></i>			

FORM NBP-E2: NATURE-BASED RECREATIONAL ASSET DEVELOPMENT/MANAGEMENT ORGANIZATION		
1. Name of the Organization:		
2. Street Address:		
3. City State	4. State:	5. Zip Code:
6. Phone No.:	7. Fax No.:	
8. Website Address:		
9. Primary Organization Contact Name:		
10. Primary Organization Contact Title:		
11. Is the Primary Organization Contact:	<input type="checkbox"/> An Employee	<input type="checkbox"/> A Volunteer
12. If an employee, is the employee:	<input type="checkbox"/> Full-Time	<input type="checkbox"/> Part-Time
13. Email address of the primary contact		
14. Does the Organization have other staff?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
15. If you answered YES to Question 14, how many?		
16. Is the Organization legally incorporated?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
17. If you answered YES to Question 16, in what state?		
18. What type of structure is the organization?	<input type="checkbox"/> Private	<input type="checkbox"/> Non-Profit <input type="checkbox"/> Govt.
19. Is the organization an IRS recognized non-profit?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
20. If you answered YES to Question 19, what class?	<input type="checkbox"/> 501c2	<input type="checkbox"/> 501c3 <input type="checkbox"/> 501c4 <input type="checkbox"/> 501c6
21. If you answered YES to Question 19, how many people volunteer yearly?		<input type="checkbox"/> ?
22. What is the organization's most recent annual administrative budget?	\$	
23. What is the organization's most recent annual operational budget	\$	

FORM NBP-E3: NATURE-BASED RECREATIONAL USER PROFILE					
Profile Information For :					
Total # of responses		Household Income	%	Length of Stay	
Gender	%	\$0 – \$ 24,999		Less than 2 Days	
Female		\$ 25,000 - \$ 49,999		2-3 Days	
Male		\$ 50,000 - \$74,999		4-5 Days	
Other		\$ 75,000 - \$ 99,999		Greater than 5 Days	
Age		\$ 100,000 - \$149,999		Accompanied By	
0-17		\$ 150,000 or more		Family	
18-24				Friends	
25-34				Tour Mates	
35-44				Business Colleagues	
45-54				Single	
55-64				No. in Party	
65+				1-2	
Race/Origin				3-5	
African-American				6-8	
Asian				Greater than 8	
Caucasian				No. of Visits to Site	
Latino/Hispanic				First Time	
Mixed Race				1-3 Previous	
Other				4-5 Previous	
Education				6 -8 Previous	
Less Than High School				More than 8 Times	
High School				Top Five Zip Codes	
Some College				#1	
Bachelors Degree				#2	
Post Grad. Degree				#3	
				#4	
				#5	

FORM NBP-E4: POTENTIAL NATURE BASED PLACE PROFILE		
1. Name of the Proposed Nature-Based Place		
2. Type of Place	<input type="checkbox"/> City <input type="checkbox"/> Borough <input type="checkbox"/> Village in Twp	
3. Type of Business District:	<input type="checkbox"/> Central Business District	
	<input type="checkbox"/> Neighborhood Business District	
4. What is the population of the municipality?		Year:
5. What is the source of that information?		
6. Please list the following information for the Proposed Nature-Based Place business district		
a. Total Number of Businesses		Year:
b. Total Number of Jobs		Year:
c. Total Estimated Annual Sales		Year:
7. Distance, in miles, from the primary intersection of the business district to the nearest "entry point" of the outdoor recreational asset.		
8. What is the Walk Score of the Proposed NBP?		Date:
Define the Walk Score "Primary Intersection":		
9. Concerning Safety Issues	NBP Municipality	NBP Place County
A. What is the Part 1 Crime Rate for the...		
B. What is the Part 2 Crime Rate for the...		

**FORM NBP-E5: NATURE-BASED RECREATIONAL ASSET DIRECT SUPPLIER BUSINESS INVENTORY**

*Complete one (1) record for each Direct Supplier Business. Copy and attach additional forms as needed.*

1	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
2	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
3	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
4	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
5	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
6	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
7	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	

**FORM NBP-E6: HOSPITALITY BUSINESSES INVENTORY**

*Complete one (1) record for each Hospitality Business. Copy and attach additional forms as needed.*

1	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
2	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
3	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
4	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
5	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
6	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	
7	Name of Business:			
	Business Address:			
	NAICS Code	Estimated Annual Sales	Estimated No. of Jobs	

FORM NBP-E7: NATURE-BASED RECREATIONAL ASSET –NATURE-BASED PLACED LINKAGES

Between the outdoor recreational asset and the place there exists...

1. A well planned and installed wayfinding signage system?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
2. Either a dedicated or well defined bike lane?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
3. Either a dedicated or well defined walking path / trail?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
4. A public transit that operates between the asset and the place?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
5. A primary road?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
6. Shuttle service ?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
7. Has the community completed the League of American Bicyclists - Bicycle Friendly America Assessment?	<input type="checkbox"/> YES <input type="checkbox"/> No or ?

FORM NBP-E8: LOCAL REVITALIZATION ORGANIZATION		
1. Name of the Organization:		
2. Street Address:		
3. City State	4. State:	5. Zip Code:
6. Phone No.:	7. Fax No.:	
8. Website Address:		
9. Primary Organization Contact Name:		
10. Primary Organization Contact Title:		
11. Is the Primary Organization Contact?	<input type="checkbox"/> An Employee	<input type="checkbox"/> A Volunteer
12. If an employee, is the employee?	<input type="checkbox"/> Full-Time	<input type="checkbox"/> Part-Time
13. E-Mail address of the primary contact:		
14. Does the Organization have other staff?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
15. If you answered YES to Question 14, how many?		
16. Is the Organization legally incorporated?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
17. If you answered YES to Question 16, in what state?		
18. What type of structure is the organization?	<input type="checkbox"/> Private	<input type="checkbox"/> Non-Profit <input type="checkbox"/> Govt.
19. Is the organization an IRS recognized nonprofit?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
20. If you answered YES to Question 18, what class?	<input type="checkbox"/> 501c2 <input type="checkbox"/> 501c3 <input type="checkbox"/> 501c4 <input type="checkbox"/> 501c6	
21. If you answered YES to Question 20, how many people volunteer yearly?		<input type="checkbox"/> ?
22. What is the organization's most recent annual administrative budget	\$	
23. What is the organization's most recent annual operational budget	\$	

FORM NBP-E9: GOVERNING BODY SUPPORT DOCUMENTATION		
Is the local governing body of the municipality where the proposed Nature-Based Place is located supportive of the Nature-Based Place designation effort as evidenced by: <i>(Check all that apply)</i>		
1. Approval via resolution of general support for the N-B Placemaking effort?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
2. Approval via resolution of a N-B Placemaking vision statement?		
3. Incorporation of the N-B Placemaking effort in any or all of the following:		
A. The Municipal Comprehensive Plan?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
B. The Municipal Zoning Ordinance?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
C. The Municipal Capital Improvement Budget?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
D. Other?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
<i>For each item 3A through 3D for which you answered YES, please attach a copy of the section.</i>		
4. Has one or more members of the governing body of the municipality where the proposed Nature-Based Place is located attended a N-B Placemaking leadership training session?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
<i>If you answered YES to question 4 please attach a list of trainings attended and by whom.</i>		
5. Has the governing body of the municipality where the proposed Nature-based place is located provided any financial support to the N-B Placemaking effort?	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
<i>If you answered YES to question 5 please attach a list of the amount for each of the last five years.</i>		
6. Has the governing body of the municipality where the proposed Nature-Based Place is located appointed any municipal representatives to the board or committees of either the asset development organization or the local revitalization organization?	Asset Development Organization	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
	Local Revitalization Organization	
	<input type="checkbox"/> YES	<input type="checkbox"/> NO / ?
<i>If you answered YES to question four please attach a list of the names of the council representatives and the board or committees to which they were appointed.</i>		

FORM NBP-E10: COMMUNITY-AT-LARGE SUPPORT DOCUMENTATION	
As evidence of public support for a Nature-Based Placemaking effort, there are	
1. Community petitions	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
2. Newspaper editorials	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
3. Letters of support	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
4. Meeting minutes	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
5. Letters to the editor	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
6. Social media postings	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
7. Other	<input type="checkbox"/> YES <input type="checkbox"/> No or ?
<p><i>For each of the above items to which you answered YES, please attach copies.</i></p>	

# Appendix D

## PILOT PROJECT SNAPSHOT

AN INSTRUMENTAL PART IN THE NATURE-BASED PLACEMAKING 1.0 PROJECT WAS THE IMPLEMENTATION OF SEVERAL PILOT PROJECTS. THE PILOT PROJECTS SERVED AS AN EARLY TESTING LABORATORY IN WHICH THE CONCEPT AND PRINCIPLES OF N-B PLACEMAKING WERE ATTEMPTED TO BE APPLIED. THE BASIC PREMISE TO BE ELIGIBLE FOR A PILOT PROJECT WAS THAT A COMMUNITY, PROGRAM, OR ORGANIZATION NEEDED TO DEMONSTRATE THAT THERE WAS EXISTING ACTIVITY IN AT LEAST TWO FOCUS AREAS WITHIN THE NATURE-BASED PLACEMAKING CONCEPT, WITH THE THIRD AREA NEEDING ATTENTION AND BEING THE FOCUS OF THE PILOT PROJECT.

In January - February 2014, the application window was opened and five projects were selected. The selection committee determined that three out of the five were more advanced than the other two, so two tiers were created. The first tier consisted of three regional initiatives: Erie to Pittsburgh Trail/Allegheny Wild & Scenic River Communities, Curwensville to Clearfield Connection along the West Branch of the Susquehanna River, and the Susquehanna Riverlands – Rivertownes Communities of Columbia, Marietta, and Wrightsville. The second tier consisted of two individual communities: Emporium and Tionesta.

Although to date, none of the initial pilot projects have been fully executed as originally planned, each one of them has made progress with activities that are directly

or indirectly related to the Nature-Based Placemaking project. Each one of the projects struggled with the capacity to fulfill on the original project, either because of a change in volunteer leadership or capacity, a change in staff personnel or staff responsibilities, or a change in organizational priorities. It is believed that the Nature-Based Placemaking concept has had some degree of impact in the implementation of activities and projects in each of the identified communities, although some are more visible than others. PDC's role was to support and advise each of the projects through coaching and technical assistance, but not "to do" any of the projects for the communities. PDC provided technical assistance remotely and through on-site consultation with the pilot project community partners.



**THE ERIE TO PITTSBURGH TRAIL/ALLEGHENY WILD & SCENIC RIVER** project was overseen by Deb Frawley, former Greenways Coordinator with the Council on Greenways & Trails, with the Oil Region Alliance. This project focused on bringing more visibility to the trail, as well as resources to trail-related businesses in Franklin, Emlenton, and Foxburg. PDC assisted in providing feedback on promotional pieces, such as maps, videos and website content, in addition to support for two business assistance workshops, held in Oil City and Franklin. The Get on the Trail, entrepreneurial business plan and expansion contest was also very successful. PDC helped to connect the program to speakers and funding information on potential business assistance resources from organizations such as USDA Rural Development, the PA Department of Community and Economic Development (DCED), and the Federal Home Loan Bank (FHLBank) of Pittsburgh. At the same time, the communities along the trail participated in a Trail Town planning initiative, lead by the Progress Fund.

In May of 2014, most of the same initial communities (Emlenton, Foxburg, and the City of Parker) were selected as a PA Blueprint Community program by the Federal Home Loan Bank of Pittsburgh (FHLBank). This designation provided various community engagement, strategic planning, and leadership development trainings and technical assistance lead by a team from the Pennsylvania Downtown Center, in addition to access to a number of additional funding opportunities.

The **CURWENSVILLE TO CLEARFIELD CONNECTION** along the West Branch of the

Susquehanna River project's short term goal was to: engage citizens to shape assets associated with the river and river corridor in a way that creates a sense of communal stewardship and connection; and its long term goal was to: expand the experiential tourism opportunities along the river. The Headwaters Trust was the pilot project organizational partner, lead by Janie French.

Initially, the project's focus was around trying to get people who were recreating on the river, to get out of the river, come into the towns, and visit and support the various businesses in Curwensville and Clearfield. The idea was to integrate the official water trail map with a newly developed business district map that identified and highlighted various businesses that supported recreational users on the river.

After a site visit and various discussions and coaching on existing and potential partnership development, PDC met with various community leaders to determine the best next steps. In the meantime, Curwensville and its surrounding communities (Bloom, Penn & Pike Townships) were also selected as a PA Blueprint Community program, by the Federal Home Loan Bank of Pittsburgh (FHLBank). Fast forward to September 2016, the Curwensville Blueprint Community group has identified and is working on developing the physical

connections between the Susquehanna River access points and the Curwensville downtown business district.

The **SUSQUEHANNA RIVERLANDS – RIVERTOWNES COMMUNITIES OF COLUMBIA, MARIETTA, AND WRIGHTSVILLE** initiative was primarily

overseen by Rivertownes PA USA, a regional nonprofit organization. The mission of Rivertownes PA USA is to cultivate the art, heritage and recreational activities of the Susquehanna River communities of Columbia, Marietta and Wrightsville. The original application demonstrated a need for better business development, so

initially an economic gardening/internal business development program was being considered. It became clear that there were a number of existing businesses, events, and activities that already supported the natural assets of the Susquehanna River and the Northwest Lancaster County River Trail, as well as the cultural heritage



assets of the iron blast furnaces. What was needed was an experiential tour or event that brought this all together. So, planning was underway to expand the fall event of the Pig Iron Festival activities and to structure a tour around that event. Today, Rivertownes hosts the Pig Iron Pedal, which includes a guided tour of the eight blast furnaces and a self-guided tour of the trail, the towns, and the businesses.

Another opportunity to coordinate these assets and experiences occurred as part of the Pennsylvania Downtown Center's annual conference in Lancaster, June 2015. The Susquehanna Rivertownes Experiential Tour became a successful mobile workshop during the 2015 PDC Conference. As the program described: *with a warm welcome at the close of the tour from Columbia's Mayor, Leo Lutz, at the new visitor's center in Columbia, the Experiential Tour will include... a choice of hiking, biking or kayaking. Participants will enjoy historical landmarks along the trail (including the Vesta building in Marietta, remnants of historic bridge piers that were burned*

*Things don't always go as one originally intends. We didn't start out on the path we ended up, but that was all part of the journey of this project. The lessons learned in the first few years will help guide us for the next project. By having the opportunity to continue on this path, expanded work will result in Nature-Based Placemaking 2.0.*

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during the Civil War, etc.) along with many spectacular views of the iconic Susquehanna River. The mobile workshop was a successful highlight of PDC's conference in 2015.

The theme of the annual 2014 Pennsylvania Downtown Conference, June 1st – 4th, in Altoona was *Connecting Nature, Commerce & Community*, providing an opportunity to partner with the Department of Conservation and Natural Resources (DCNR). The conference created an occasion for community revitalization and tourism professionals, local government employees, environmental advocates and outdoor enthusiasts to come together to explore feasible ways in which Pennsylvania's natural assets could be successfully incorporated into the evolving landscapes of our local economies and downtown communities. Dan Schilling was the keynote speaker, providing insights and encouragement to the continuing work in Pennsylvania. On Tuesday, there was a panel discussion presented by four out of the five pilot project partners. Each partner shared about their current initiatives and programs, making links to whichever area of focus (Tourism, Business and/or Civic) were already happening in their communities, concluding with what they hoped to accomplish throughout the next six months of the pilot project.

The initiatives in both Emporium and Tionesta never quite got off the ground, as initially planned, but the hope is that there can still be some form of the Nature-Based Placemaking concept brought to these communities.

Things don't always go as one originally intends. We didn't start out on the path we ended up, but that was all part of the journey of this project. The lessons learned in the first few years will help guide us for the next project. By having the opportunity to continue on this path, expanded work will result in Nature-Based Placemaking 2.0.

## *Appendix E* BIBLIOGRAPHY

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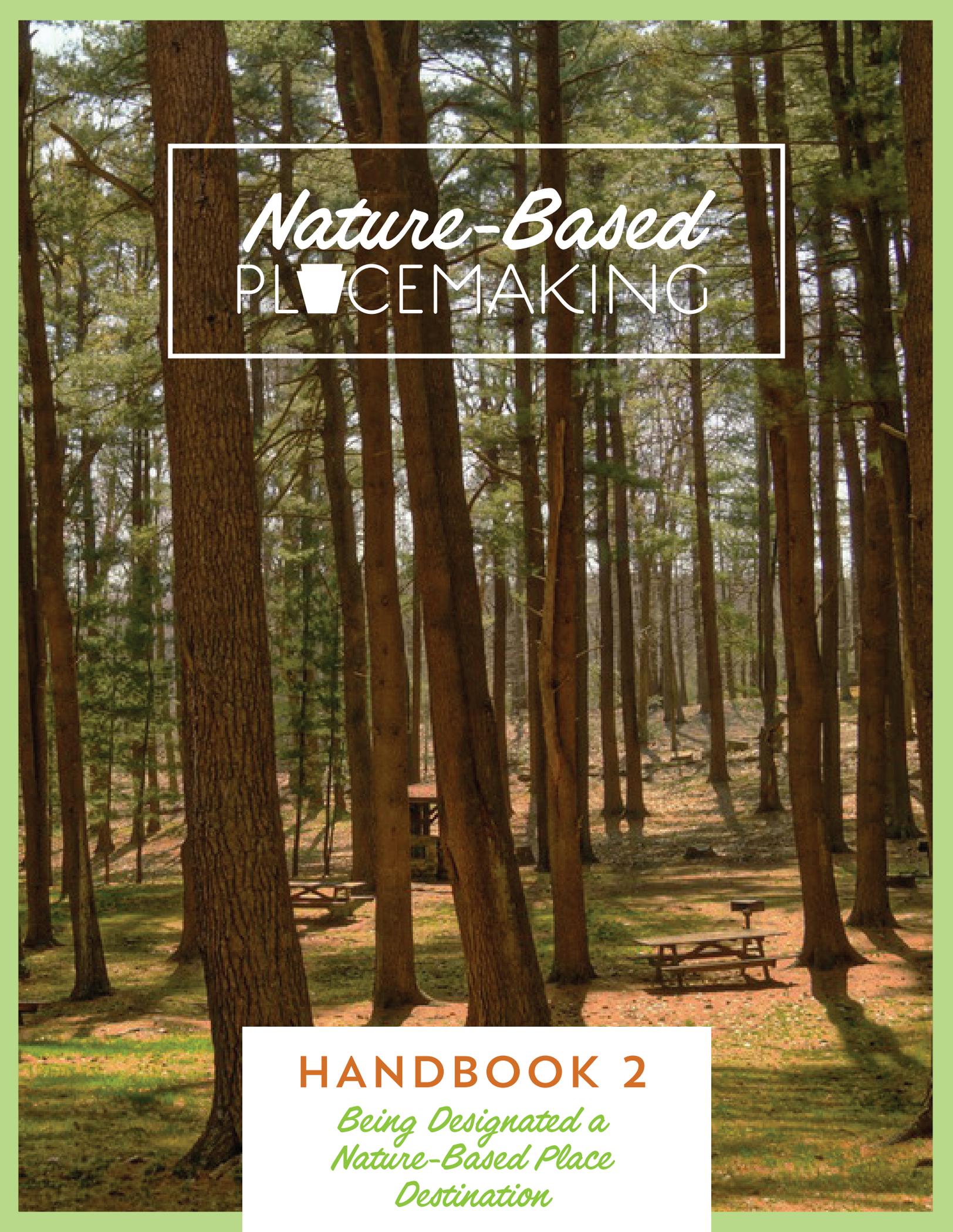
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## *Appendix F* OTHER USEFUL TOOLS

OTHER USEFUL TOOLS, INCLUDING THE  
N-B PLACEMAKING STRATEGY MATRIX AND  
SAMPLE ORGANIZATIONAL CHART,  
CAN BE FOUND AT  
[PADOWNTOWN.ORG](http://PADOWNTOWN.ORG)

A photograph of a pine forest with tall, slender trees and a picnic table in the foreground. The text is overlaid on a white rectangular box in the upper portion of the image.

*Nature-Based*  
PLACEMAKING

**HANDBOOK 2**

*Being Designated a  
Nature-Based Place  
Destination*



*Handbook 2*

## BEING DESIGNATED A NATURE-BASED PLACE DESTINATION

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A community will have five years from the date of the letter from the Nature-Based Placemaking Coordinating Committee indicating that it has been approved to move into the implementation phase to complete this phase and submit a request for Nature-Based Place (NBP) Destination designation. Communities that fail to either complete this phase during this five year period or that submit a request for NBP Destination designation and fail to meet the established criteria, will be required to either withdraw from the program or to go back to the beginning of year four of the implementation phase and update all the required elements of its NBP Destination designation request and complete any physical elements of the plan that have yet to be finished. Additional Commonwealth financial and technical assistance may be available to a community during this two year remedial period.

## NATURE-BASED PLACE DESTINATION DESIGNATION

The ultimate goal of any community engaged in a Nature-Based Placemaking (N-B Placemaking) effort is to be designated a NBP Destination. This designation carries with it a host of potential financial, marketing and other tangible and intangible benefits. From the standpoint of the local community seeking NBP Destination designation, the heavy lifting is now (hopefully) over. The effort now shifts to an evaluation of the extent to which the local community has been successful in meeting its goals and objectives during the Cultivation Phase. During this evaluation process, the Nature-Based Placemaking Coordinating Committee, with support from any third party technical assistance provider, will evaluate the physical, social, cultural, and other elements of the local N-B Placemaking Plan. This evaluation will not only seek to ascertain the extent to which the outputs defined in the N-B Placemaking Plan have been produced, but more importantly, will also seek to determine if the outcomes required to attain designation as a NBP Destination have been met. The NBP Destination evaluation process will involve all of, but not necessarily be limited to, the following:

- A follow-on Image Development Report and other follow-on surveys as may be required.
- A site visit to examine the physical improvements made between the outdoor recreational asset and the place, as well as improvements made with the boundary of the place.
- A review of documents approved by various governmental, institutional and private sector entities.
- Focus groups.
- “Secret Shopper” visitations.

All of these evaluation processes will be scored on an overall NBP Destination Designation Scoresheet. Local communities that meet the minimum score required for approval will be designated as NBP Destinations. Communities that do not meet the minimum score will be afforded the opportunity to enter into a two year follow-up (remedial) program designed to address the remaining deficiencies. Communities in the follow-up program will be given one opportunity to meet the minimum standard. Those that fail to meet the minimum standards after the two year (remediation)

period must wait for one year, and then may re-enter the program beginning with the registration in the Exploration Phase.

## THE BENEFITS OF BEING A DESIGNATED NATURE-BASED PLACE

The ultimate result of the Cultivation Phase is to attain designation as a Nature-Based Place (NBP). Communities and organizations attaining this designation would be known as Nature-Based Place (NBP) Destinations. To attain this status, the community and the organization involved in the effort would be required to reach certain benchmarks (outcomes) some of which would be determined by the local Nature-Based Placemaking Plan and others which would be universal for all Cultivating communities. Benefits associated with being designated as an NBP Destination would include:

- The use of a statewide NBP brand identification system.
- Set-asides and/or bonus points on any number of existing departmental funding programs at DCNR, DCED, PENNDOT, and/or DEP, and perhaps others for maintenance of the NPB effort.
- An annual recognition program, perhaps with Gubernatorial or Secretarial level involvement welcoming new NBP Destination communities and showcasing the efforts of previous NBP Destination designees.
- Special marketing opportunities in already existing state-related publications.
- Links from various state agency web sites to a shared NBP web site.
- Special workshops, webinars and other related trainings for officially designated programs.
- The potential for corporate financial support from outdoor recreation related businesses (i.e. Cabelas, REI, etc.) and regional and national foundations with a Nature-Based, recreational or hospitality-related focus.
- Train-the-Trainer Hospitality training.
- Train-the-Trainer Visitor-Readiness training.