

The unlikely intersection between two four-letter words:

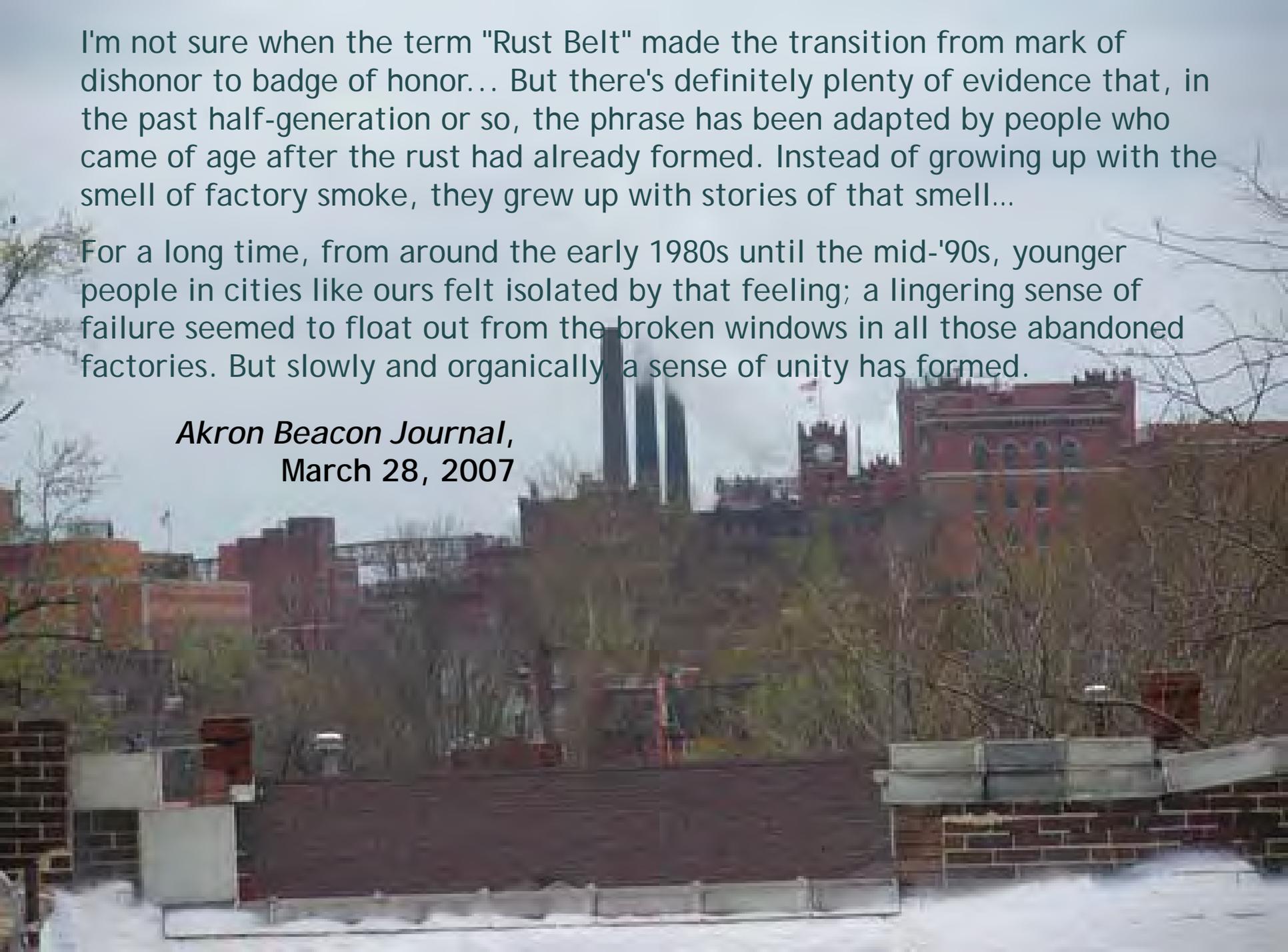
Or, how **GLUE** and **LUMA** hold keys to the engagement of
young people in older industrial cities

Prepared by Abby Wilson for delivery on May 10, 2012

I'm not sure when the term "Rust Belt" made the transition from mark of dishonor to badge of honor... But there's definitely plenty of evidence that, in the past half-generation or so, the phrase has been adapted by people who came of age after the rust had already formed. Instead of growing up with the smell of factory smoke, they grew up with stories of that smell...

For a long time, from around the early 1980s until the mid-'90s, younger people in cities like ours felt isolated by that feeling; a lingering sense of failure seemed to float out from the broken windows in all those abandoned factories. But slowly and organically, a sense of unity has formed.

Akron Beacon Journal,
March 28, 2007



glue    
GREAT LAKES **URBAN EXCHANGE**

urbanism. regionalism. story-telling. network-building.



GLUE: A network of young leaders of the Rust Belt revitalization.

EXISTING TREND #1: MEGA-REGIONALISM

Environmental: Great Lakes Compact, Healing Our Waters Coalition

Economic: Chicago Council on Global Affairs



EXISTING TREND #2: “THE ATTRACTION AND RETENTION OF YOUNG TALENT”



EXISTING TREND #3: VIEWING VACANCY AS OPPORTUNITY



GLUE'S GUIDING PRINCIPLES

Urbanism: Cities are our world's economic drivers. Decision makers cannot afford to underestimate their value nor overlook their needs.

Regionalism: Great Lakes urban centers need to overcome outlooks of despair and isolation by forging a shared perspective and developing strength in numbers.

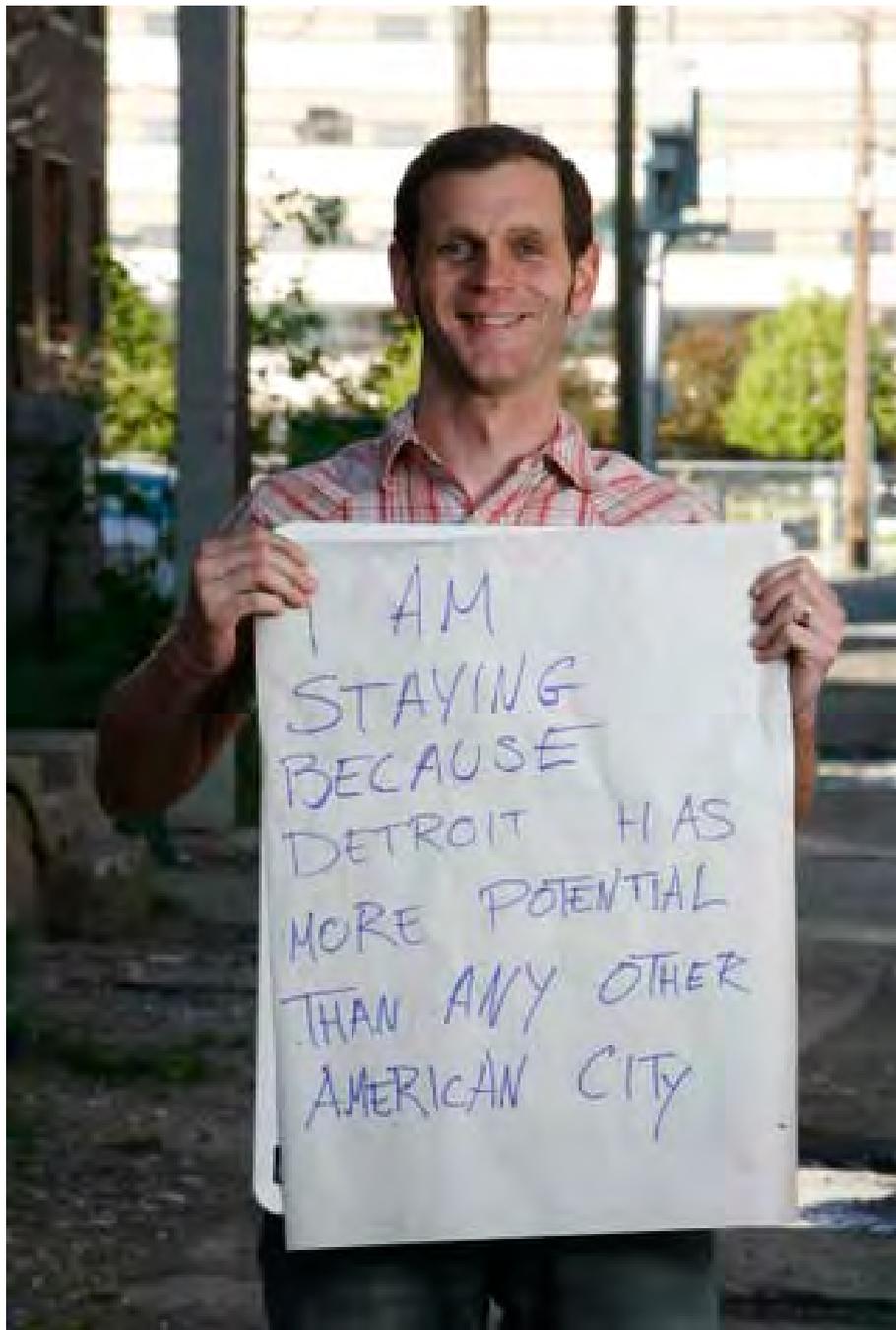
Storytelling: White papers alone cannot propel an agenda, particularly for the emerging generation of leadership. No need is expressed more powerfully than via human narrative.

Network Building: Connecting people and institutions who share challenges and objectives will foster regional collaboration and transfer examples of success throughout the basin.

WHAT IS GLUE?

ANSWERS FROM OUR MEMBERS

“A place to gain understanding of what our cities have in common; a network to learn and share; an opportunity to forge relationships and connections to help tackle the issues and opportunities Great Lakes cities face; fresh thinking from a new group of voices that may not always be heard.”



I AM
STAYING
BECAUSE
DETROIT HAS
MORE POTENTIAL
THAN ANY OTHER
AMERICAN CITY

WHAT IS GLUE?

ANSWERS FROM OUR MEMBERS

“A twenty-first century approach to a long standing problem. An organization of similarly inclined young leaders committed to the revitalization of one of the most vibrant, important regions in the world.”

A woman with dark, curly hair, wearing a red jacket, is smiling and holding a white sign. The sign has handwritten text in black marker. The background is a plain, light-colored wall.

I AM STAYING....
AS LONG AS I CAN
EFFECT CHANGE!

Where it all began...

June 19, 2007 What if we created a half-scientific/half-pop system of rating... We could mix real ways of quantifying livability... Here is a list of ideas: bar segregation factor; friendliness of population; apartment availability; kind of jobs listed on craigslist; mixed use scale; drunk driving index; ethnic restaurants; waitstaff-artist factor...

July 20, 2007 We hope to demonstrate that each of these cities is host to a dynamic population that cannot be reduced to red, blue, politically manipulated, socially backward, culturally behind-the-times, intellectually poor, boring, and maybe even: nice.
[eh? We like being nice, though.]

July 14, 2007 We want to explore, document, & share experiences of the 21st century American Midwest through its cities and people. The MW is characterized to death (heartland, largest ball of twine, etc.) yet known well by few other than its own residents.

July 26, 2007 Of the 18 20th-century presidents, at least half of them had ties to Midwestern states

July 30, 2007 researcher at U-Mich - looking to talk across several states that share this industrial past - it is potentially the most important voting bloc in the country...

CONFERENCE HISTORY

2008: Buffalo

2009: Milwaukee

2010: Cleveland - Urban Laboratories

2011: Pittsburgh

2012: ????

2009 OUTCOMES

I felt rejuvenated in my work by attending the conference. (100%)

I felt comfortable expressing myself at the conference. (89.3%)

I will keep in touch with at least one person I met at the conference. (100%)

I learned a few details about at least one new challenge, issue, or approach at the conference. (100%)

I felt that the conference represented a diversity of perspectives. (77.7%)

I discovered at least one solution or practice that I will go home and try to implement. (89.3%)

I hope to remain involved in GLUE going forward. (96.3%)

I will try to attend GLUE Conference 2010. (92.8%)

I feel empowered to be an ambassador for GLUE in my community. (85.7%)

2010 OUTCOMES

I felt rejuvenated in my work by attending the conference. (95.8%)

I felt comfortable expressing myself at the conference. (100%)

I will keep in touch with at least one person I met at the conference. (95.8%)

I learned a few details about at least one new challenge, issue, or approach at the conference. (100%)

I felt that the conference represented a diversity of perspectives. (75%)

I discovered at least one solution or practice that I will go home and try to implement. (79.1%)

I hope to remain involved in GLUE going forward. (91.3%)

I will try to attend GLUE Conference 2011. (87.5%)

I feel empowered to be an ambassador for GLUE in my community. (91.7%)

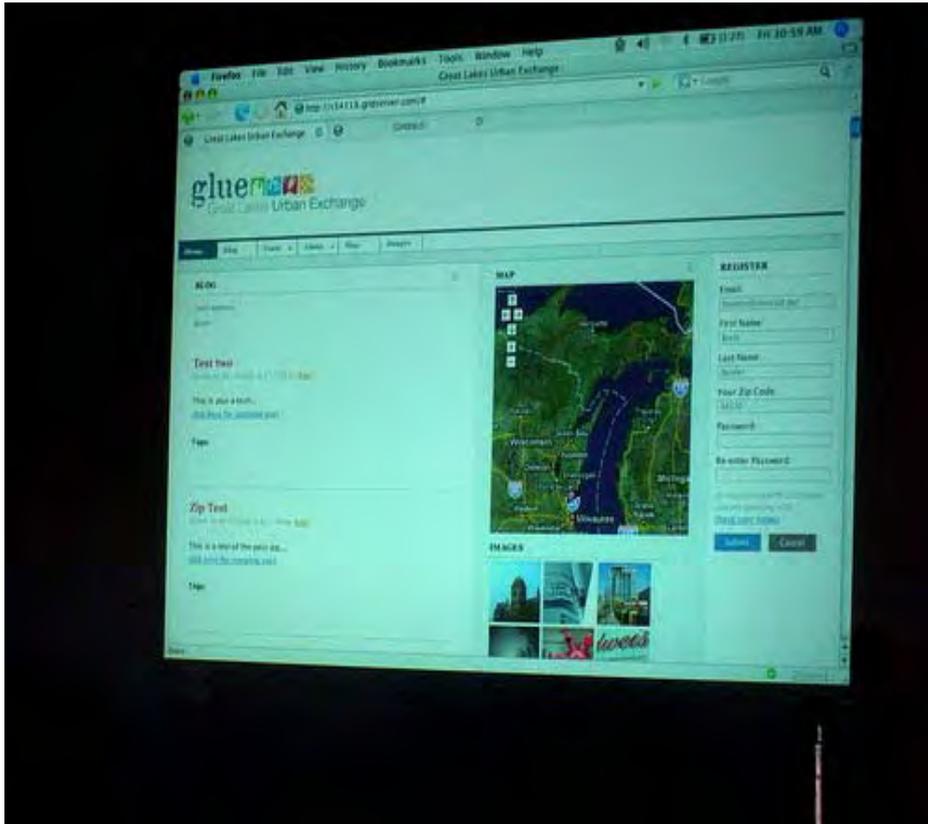
GLUESPACE FUNCTIONS

Function 1: Multi-media citizen journalism,
Web 2.0

Function 2: Online community-building -
“social networking with a conscience”

Function 3: Clearinghouse of ideas, best
practices, & resources

GLUESPACE FEATURES



- Blog
- Video & podcasts
- Flickr photostream
- Directory
- Discussion forums and question boards
- Map index
- Calendar of events

[Home](#)

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ABOUT GLUE

Want to take the "rust" out of "Rustbelt"? Are you an advocate? A neighbor? A voter? A dot connector? The Great Lakes Urban Exchange needs your help to answer the question: what's right and what's wrong about my post-industrial city?

Join the movement for a "Rustbelt" Renaissance here on GLUESpace and via GLUE's offline activities in your sticky city. Become a member, tell your story, and help us collect, cross-pollinate, and replicate good ideas. Welcome to the mega-regional family.

PRIOR OFFLINE ACTIVITIES

Build strategic partnerships

Engage in advocacy around Great Lakes and urban issues in state and federal elections

Hold monthly local *Sticky City Swap Meets*

Hold “expert sessions” with leaders on a variety of topics via webcast and conference call

I Will Stay If... campaign

STRATEGIC PARTNERSHIPS

Grassroots Community Organizations

Chambers of Commerce & Young Professionals
Organizations

Traditional Media

Policy Organizations

Educational Institutions

ISSUE ADVOCACY

EXAMPLE - GLUE Press Release excerpt from WI primary:

Official campaign websites of Senators Clinton and Obama reveal “rural” issue platforms that address economic development and quality of life, yet neither they nor Senator McCain have established a similar forum for “urban” proposals, let alone one for Great Lakes cities specifically.

“Even today, Midwestern states send more of their tax dollars to the federal government than they receive in return investment,” said Ryan Horton, Senior Policy Researcher at the Public Policy Forum, Milwaukee resident, and GLUE team member. “It is critical that our 44th president, whether Democrat or Republican, is prepared to implement an urban reinvestment strategy the day he or she takes office.”

STICKY CITY SWAP MEETS



MEETING AGENDAS



City * Date, Time * Location
Tell Us the Story of Your Favorite Neighborhood

At GLUE's first local meetings, the issue mentioned by participants in absolutely every city was some permutation of the following: *We've got a bad attitude. How are we supposed to change the way other people, outside our city, think of us when we are so negative? Not to mention, the poor perception is far from the reality. This city is more vital and exciting than people give it credit for.*

Some attempts to deal with this have been through city-wide branding campaigns. Rather than duplicate these efforts, GLUE would like to engage in an asset-based evaluations of our cities, with a focus on one particular neighborhood in each. With that in mind, the next GLUE Sticky Meeting Agenda has been set as *My Favorite Neighborhood*.

7:00-7:10 - Introductions of new participants, brief *What is GLUE?* if necessary.

7:10-8:00 - Choose a neighborhood in your city that "works," and try to determine why; record your brainstorm. Here are some questions to get you thinking (you don't necessarily need to answer all of them):

- What is the mix of commercial and residential housing?
- What is the racial breakdown of residents? Age breakdown?
- What is the average income in the neighborhood?
- What do most of the people who live there do for a living?
- What are the schools like?
- What urban amenities exist there?
- What unique culture can be found there? For what is this neighborhood known?
- Does anyone know anything about the history of the neighborhood?
- Is there any public transit, in, out, or around?
- What draws people to the neighborhood?
- What makes it different from the rest of the city?

8:00-8:15 - GLUE Sticky Expert Session, featuring Joe Edwards of St. Louis (check out <http://www.planning.org/greatplaces/streets/delmarloop.htm>), on his work helping the Loop turn itself around.

8:15-8:30 - Use some of the ideas Joe talked about to hone your earlier brainstorm into "the story" of your group's chosen neighborhood. Using video, photos, sound, or text, tell that story, and submit it to glueteam@gluespace.org at the meeting's end. Decide whether any participants want to add to the story after the meeting is over. Would anyone like to try to identify the "Joe Edwards" of the neighborhood? What organizations are doing work there? Does someone want to go snap photos to illustrate the story you told? Interview residents? Whatever participants are willing to do will be featured on GLUESpace.

Meeting #1 (April):
What's your laundry list?

Meeting #2 (May): "My Favorite Neighborhood"

Meeting #3 (June):
How can GLUE help your city?

RELATED WORK

On Young Talent

UrbanNext (CEOs for Cities)

Young Professionals Organizations

Next Generation Consulting

Richard Florida: "Creative Class"

On Branding

- Issues Media Group
- Chambers of Commerce
- Convention & Visitors Bureaus

On Policy

Brookings Institution

Councils on Global Affairs

Smart Growth America

Northeast-Midwest Institute

Drum Major Institute

Congressional Task Force

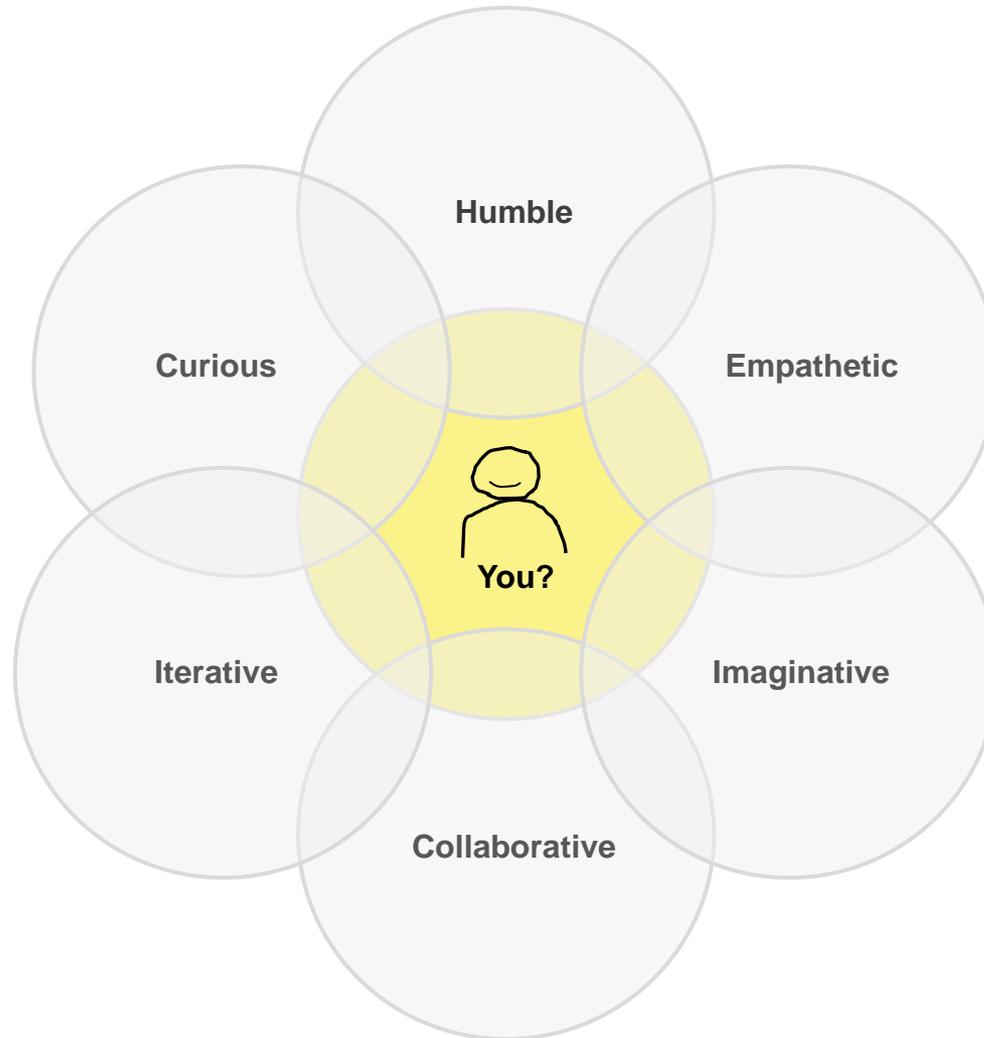
Bloggers



www.gluespace.org

Fast Forward...

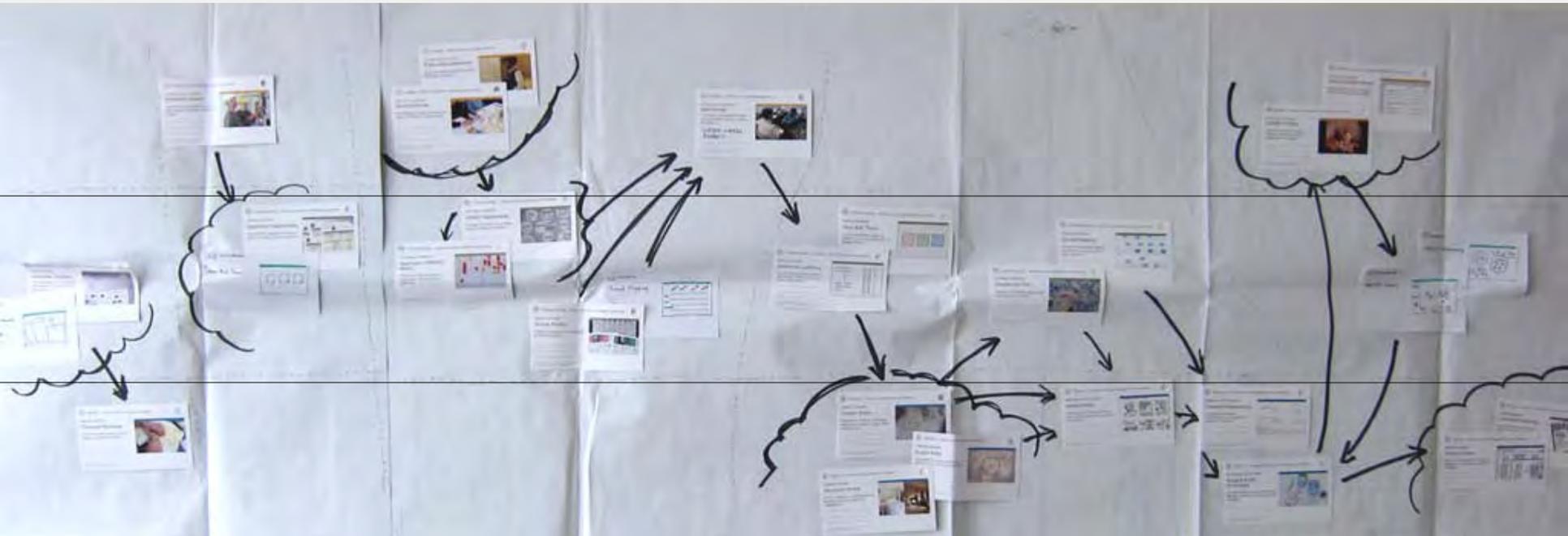
TO ADOPT A MINDSET OF HCD IS TO ADOPT AN ATTITUDE OF:



We are an educational institute that helps leading organizations innovate through design thinking.

- Workshops (Public and Private)
- Coaching and Facilitation
- Curriculum Design and Licensing
- Collaboration Tools and Spaces

Human-Centered Design is the discipline of generating solutions to problems and opportunities through the act of making “something” new, where the activity is driven by the needs, desires and context of the people for whom you design.



“Everyone designs who devises courses of action aimed at changing existing situations into preferred ones.”

– HERB SIMON, NOBEL PRIZE WINNING ECONOMIST

Design Engagement and Emerging Leaders: an ideation challenge

THE CHALLENGE

Facilitate an ideation session that helps **50 emerging leaders** with wildly divergent ideas come up with a single, unified concept for a Community Impact Project...

inspired by Pop Up City, a concept developed by **Cleveland's** Urban Design Collaborative...

in just 5 hours.

HUMAN-CENTERED DESIGN METHODS USED

Looking

Methods for observing human experience:

ETHNOGRAPHIC RESEARCH

- Interviewing
- **Contextual Inquiry**
- Walk-a-Mile Immersion
- Fly-on-the Wall Observation
- ...

PARTICIPATORY RESEARCH

- What's-on-your-Radar
- Build-your-Own
- Buy-a-Feature
- Journaling
- ...

EVALUATIVE RESEARCH

- Usability Testing
- Heuristic Review
- A/B Testing
- System Usability Scale
- ...

Understanding

Methods for analyzing challenges and opportunities:

PEOPLE & SYSTEMS

- Stakeholder Mapping
- Persona Profiles
- Experience Diagramming
- Concept Mapping
- ...

PATTERNS & PRIORITIES

- Affinity Clustering
- Bull's-eye Diagramming
- **Importance/Difficulty Matrix**
- **Visualize-the-Vote**
- ...

PROBLEM FRAMING

- Problem Tree Analysis
- Statement Starters
- **Abstraction Laddering**
- Rose, Bud, Thorn
- ...

Making

Methods for envisioning future possibilities:

CONCEPT IDEATION

- **Thumbnail Sketching**
- **Creative Matrix**
- Round Robin
- Alternative Worlds
- ...

MODELING & PROTOTYPING

- Storyboarding
- Schematic Diagramming
- Rough & Ready Prototyping
- Appearance Modeling
- ...

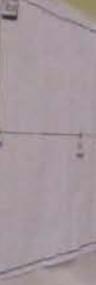
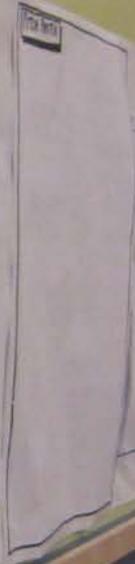
DESIGN RATIONALE

- **Concept Posters**
- Video Scenarios
- Cover Story Mock-ups
- Quick Reference Guides
- ...



	BRING OUTSIDERS → IN ←	BRING INSIDERS ← OUT →	RAISE BROAD AWARENESS (())	WILD CARD
SOCIAL MEDIA ↑ ↓ ↻				
CELEBRITY ☀				
TRANSFORMING SPACES ↑ ↓ ↻				
WILD CARD ♠				

"WARRIOR/DIFFICULT" ACTION





TEAM #8

	BRING OUTSIDE → IN →	BRING INSIDE ← OUT ←	RAISE BROAD AWARENESS ((o))	WILD CARD
SOCIAL MEDIA	Orange sticky note	Red sticky note, Green sticky note	Red sticky note, Orange sticky note	
CELEBRITY	Green sticky note			
TECHNOLOGY	Green sticky note			
WILD CARD		Red sticky note, Green sticky note		

	BRING OUTSIDERS → IN ←	BRING INSIDERS ← OUT →	RAISE BROAD AWARENESS (())	WILD CARD
SOCIAL MEDIA	<p>Invite friends for all hour</p> <p>Group invites on FB/Twitter, etc</p> <p>News coverage</p> <p>Post photos around neighborhood</p> <p>Local Edition Interview</p> <p>Hand monitor for all</p> <p>Facebook like</p> <p>Call Chris (ask to do) pp of etc</p>	<p>Post photos around neighborhood</p> <p>Local Edition Interview</p> <p>Hand monitor for all</p> <p>Facebook like</p> <p>Call Chris (ask to do) pp of etc</p>	<p>Local Edition Interview</p> <p>Hand monitor for all</p> <p>Facebook like</p> <p>Call Chris (ask to do) pp of etc</p>	<p>Community DM</p>
CELEBRITY	<p>Have guests for local (local) TV resident sign autograph</p> <p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Have guests for local (local) TV resident sign autograph</p> <p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p>
TRANSFORMING SPACES	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p>
WILD CARD	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p> <p>Local Band</p> <p>Open Bar</p>	<p>Local Band</p> <p>Open Bar</p>



43 people. 9 teams. 797 ideas in 20 minutes.



government
mayor

PUBLIC
AD SPACE

y

FIREWORKS
FROM THE
BASEBALL FIELD

BONFIRE

GOT FINEVIEW
BILLBOARDS

try to diff.
sectors in people
of fineview
together

COFFEE
SHOP

SPORTS
TOURNAMENT

"Hollywood"
style sign
FINEVIEW

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to
lay













SPINEVIEW



Lights! Camera! Fineview!

PopUp! Pittsburgh is produced by Leadership Development Initiative XIII
a program of Leadership Pittsburgh Inc.

LEADERSHIP PITTSBURGH INC.
www.lpitnc.org

PopUp Pittsburgh + LUMA Year 2

It was almost like magic.

The process tricked me.

I don't know where it came from...

I walked in that door at 3 o'clock without a clue as to what we could do.

The idea came from one of the accountants in the group – it was one of those straight-laced number crunching guys...

- Cori Begg, Steering Committee Member

Wedding

Musical
Chair
Tournament

Restaurant
Top
Chef
Tournament

Fake
Beach

Green
element
leave no
trace

~~The~~ Ward
vs
Ward
Tug of War

Tiny Lawnchair
galleries.
(windows)

Pitt
marching
band

Lawn
Chair
Sculpture



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Department of Economic Development
www.pittsburgh.com

LEADERSHIP DEVELOPMENT INITIATIVE CLASS XIX
REQUESTS THE PLEASURE OF YOUR COMPANY AT

We Do. (Take Two)
An Upper Lawrenceville Love Story

SATURDAY THE NINETEENTH OF MAY
TWO THOUSAND AND TWELVE
AT TWO O'CLOCK IN THE AFTERNOON

LAWRENCEVILLE GOODWILL PARKING LOT
52ND STREET

*JOIN UPPER LAWRENCEVILLE RESIDENTS, THEIR FRIENDS AND FAMILIES, ALONG WITH OTHER
PITTSBURGH-AREA LOVEBIRDS, TO MAKE A COMMITMENT TO EACH OTHER, AND THIS
VIBRANT NEIGHBORHOOD, THROUGH A MASS VOW RENEWAL.*

Thank you!

CONTACT ME

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