How to do Creative Placemaking
Crafting an Evaluation Plan & Measuring Impact
WELCOME!

Rebecca Chan  
Program Officer – LISC Creative Placemaking

Lynn Osgood  
Executive Director – Go collaborative

Aileen Alon  
Program Manager – Venture Café Miami
MAKING THE CASE
How Evaluation Processes Create Impact

- **Project**: Iterative processes help improve projects
- **Community**: Help grow connections with partners and with the community
- **Field**: Help build our collective knowledge on creative placemaking projects
KEEPING IT REAL
What are we trying to "prove"?

- Real change takes time
- "Correlation" is different than "causation"
- Aim for description of outcomes – "proofs" may be impossible
BASIC STEPS

Creating an evaluation plan

円 Define your central questions – what is your “unit of analysis”?  
円 Identify what you already know – network mapping, asset mapping  
円 Determine what you need to know  
円 Engage community partners to collaboratively gather information.  
円 Create events / forums for organizing and analyzing information ("Data Jams")  
円 Synthesize your findings and tell your story.
CREATIVE PLACEMAKING THEORY OF CHANGE

National Endowment for the Arts
Our Town funds catalytic projects...

ARTS
+ Health
Housing
Public Safety
Transportation
Agriculture + Food
Environment + Energy
Economic Development

that result in equitable...
economic
social
physical
...change.
Why Arts?

**Illuminate** Bring new attention to or elevate key community assets and issues, voices of residents, local history, or cultural infrastructure

**Energize** Inject new or additional energy, resources, activity, people, or enthusiasm into a place, community issue, or local economy

**Imagine** Envision new possibilities for a community or place - a new future, a new way of overcoming a challenge, or approaching problem-solving

**Connect** Bring together communities, people, places, and economic opportunity via physical spaces or new relationships
Sustained support and recognition of arts, design, and cultural strategies as integral to every phase of community planning and development across the United States

**PROBLEM STATEMENT:** American communities everywhere face a distinctive set of local economic, physical, and/or social challenges. Yet community leaders are often unaware of solutions that stem from the successful adoption and integration of arts, design, and cultural strategies.

Our Town

**Local Inputs**
- Leadership
- Cross-sector Partnerships
- Financial Resources
- Community Buy-in

**Arts, Culture, & Design Tactics**
- Envision
- Connect
- Illuminate
- Energize

**Local Change**
- Increased integration of arts, design, and cultural strategies among local, cross-sector partners, leading to incremental economic, physical, and social change

**National Change**
- Sustained support and recognition of arts, design, and cultural strategies as integral to every phase of community planning and development across the United States
IDENTIFYING OUTCOMES
S.M.A.R.T.

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound – short, medium, long-term
TYPES OF OUTCOMES

Different scales – different outcomes

Individual / Group Outcomes
- awareness & knowledge
- opinions & attitudes
- behavior & actions
- skills and capacity

Local Community Outcomes
- dialogue & discourse
- social action
- civic & policy engagement
- practices & procedures

System Change Outcomes
- environmental conditions
- social conditions
- economic conditions
- equity conditions
SUMMATIVE EVALUATION

when the project is at the end
SUMMATIVE EVALUATION
when the project is at the end

- An end-of-project approach
- More quantitative in focus
- Can capture if a project has met its goals, if there are unintended consequences, and how things can be improved in the future
- Can help to finalize Logic Model or Theory of Change

Example Tools:
- Structured Interviews
- Focus Groups
- Polls & Surveys
- Digital Media Trends
FORMATIVE EVALUATION
when the project is underway
FORMATIVE EVALUATION
when the project is underway

- Looking at impacts mid-stream
- Helpful in identifying why something might or might not work
- More qualitative in focus
- Can clarify a Logic Model of Theory of Change

Example Tools:
- Group Conversations
- Observations
- Asset Mapping
- Network Mapping
DEVELOPMENTAL EVALUATION

when you’re working with innovative processes
DEVELOPMENTAL EVALUATION
when you’re working with innovative and emergent processes

- Good for complex projects where a lot of innovation is at play
- Helps to frame concepts, test quick iterations, track developments, and surface issues.
- Acknowledges that new projects often happen in complex environments where change is rapid

Tools:
- Observations
- One-on-one Conversations
- Group Story and Narrative
- “Right Now” Surveys
DATA JAM WITH FORKLIFT DANCEWORKS

Bringing in the Community into the Process
GROUP DETERMINATION
(FAMILY)

Always in team work

Work

a lot of work

Connection

Flexible

Community

open minded

Purpose

& Benefit

Memories

inspiring

Creative

Huge Audience

Ready
QUICK REVIEW
Deciding on Initial Frameworks

- **When**: At what point are we in our project? What do we need to understand?
- **Which Scale**: At what scale exactly do you want to identify outcomes – with individuals, with communities, with systems?
- **What**: What *kinds* of results are we looking to identify?
- **How**: How and at which times do we want to bring community members into the process?
- **Why**: What is the story we ultimately need to tell and to whom?
TRICKY ISSUES
Where there might be bumps along the road

- Figuring out who is doing the evaluation
- Balancing qualitative and quantitative information
- Keeping in mind risks around confidentiality
- Not shying away from the intangible
- Remembering to give back
- Keeping it real – you can’t evaluate everything!
EXCELLENT RESOURCES
There’s lots of assistance out there

☑ Continuum of Impact – Animating Democracy
  •  http://animatingdemocracy.org/continuum-impact-guide

☑ Aesthetic Perspectives – Animating Democracy
  •  https://www.americansforthearts.org/sites/default/files/Aesthetic%20Perspectives%20Full%20Framework.pdf

☑ Better Evaluation
  •  https://www.betterevaluation.org/en

☑ Spark Policy Institute (Developmental Evaluation Toolkit)
  •  http://tools.sparkpolicy.com/
Creative Placemaking Project
Case Studies from Opa-locka CDC
Background

Artist-Led Community Evaluation

Design Charrettes

Ali Baba Walkshop

Photo credits: Aileen Alon

Photo credits: Aileen
Crafting an Evaluation Plan & Measuring Impact

OPA-LOCKA COMMUNITY DEVELOPMENT CORPORATION

OPA-LOCKA PUBLIC ART MASTER PLAN

NOVEMBER 2012

Photo credits: OLCDC

ROBERTO BEHAR & ROSARIO MARQUARDT, R & R STUDIOS
PHYSICAL IMPACT

seeing is believing
Ali Baba Community Paint Day
Transforming streetscapes

- OLCDC Designer-in-Residence Germaine Barnes appointed to City of Opa-locka Planning & Zoning Board
- Need for “quick” physical transformation
- Streetscape project led by Walter Hood
- Painted ¼ mile of main thoroughfare in downtown Opa-locka
- Engaged over 300 community members and volunteers in project design & implementation
ECONOMIC IMPACT
invest in people, places, and opportunities
THRIVE Urban Farm
Addressing economic & health disparities

- 4,200 SF urban farm built to address quality & accessibility issue for fresh produce
- Local job creation & skills training
- 25+ volunteer days with over 300 volunteers
- 35+ types of produce
- 300 pounds of produce sold in Year 1 despite Hurricane Irma
- 6 local businesses supported
- Continued need to track numbers as farm and monitor potential related economic growth in area
SOCIAL IMPACT
remember who you’re doing it for+with
Art of Transformation
Street Festival
Building bridges

- Summative & Developmental Evaluation tools most useful. Storytelling is key.
- Convening community
- Increasing engagement + collaboration
- Redefining neighborhoods + changing mindsets
- Creating ownership
Reflection + Discussion
Questions?

Please direct your question to a specific panelist. Type your question in the chat box.

For example:
This question is for Aileen, How did you find data on number of jobs created by your project?
Our next webinar

February 13, 2019
Documenting the Process & Communicating Success

Register