

The background image is a collage of two photographs from the Okuplaza Fest DC. The left photograph shows a group of people gathered in a park-like setting with trees and a brick building in the background. Some people are standing, while others are sitting in hammocks. The right photograph shows a similar scene with more people, including a man in a blue jacket and a woman in a green jacket, and several blue and black trash bins in the foreground. The text is overlaid on the left photograph.

# OKUPLAZA FEST DC

A Creative Placemaking Intervention  
to Promote Community-Building

July - November 2016  
*Washington D.C.*

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## FINAL REPORT

CIUDAD EMERGENTE



## **OKUPLAZA FEST DC**

This report presents and analyzes the results of the ‘Okuplaza Fest DC’ initiative implemented by Ciudad Emergente during the months of September and October 2016.

The project was designed and implemented by the Ciudad Emergente team, composed by: Javier Vergara, Barbara Barreda, Liselotte Eneros, Felipe Magofke, and Sebastián Villarreal.

We would like to recognize and acknowledge the work and collaboration of the following people:

### **DC Office of Planning**

Director Eric Shaw

Sakina Khan

Joshua Silver

### **Mayor’s Special Events Task Group (MSETG)**

Laverne Stewart, Special Event License Coordinator

Capt. Robert Glover, Metropolitan Police Department

Lt. John Mcdonald, Metropolitan Police Department

Robert Morris, Metropolitan Police Department

Josiah Akintoye, Food Vendors Orientation

Curtis Pearson, Meter Reservation

Andre Edwards, Emergency Medical Services

Cynthia Pearson, Health and Medical Plan/First Aid Stations

Aaron Hazel, Fire Marshall

Wanda Ellis, Trash Removal

Betty Hester, Departments of Parks and Recreation Permit

Jenny Paxton, Washington Metropolitan Area Transit Authority

Gottlieb Simon, Presentation to Applicable Advisory

Neighborhood Commissions

Vincent Flythe, DC Tax Requirements

Nikelle Adams, Special Events Division

### **América Solidaria**

Rebecca Nelson

### **Hola Cultura**

Christine MacDonald

Alberto Roblest

Yolanda Alcorta

Lucia Jimenez

### **Chilean Embassy**

Juan Gabriel Valdés, Ambassador

Roberto Brodsky, Head of Cultural Affairs Office

Barbara De Giorgis, Assistant

### **Adams Morgan neighbors and tenants:**

City Bikes

Churrería Madrid

Rumba Café  
Rise Bakery  
Bicycle Space  
Andrew Scruggs, Manager Philz Coffee  
Kristen Barden, Executive Director of the Adams Morgan BID  
Brian Barrie, Operations Manager of the Adams Morgan BID  
Hector Hueso, ANC Member  
Julie Seiwel, ANC Member  
Ted Guthrie, ANC Member  
Allan Gambrel, ANC Member  
Bill Simpson, ANC Member  
Wilson Reynolds, ANC Member  
JonMarc Buffa, ANC Member  
Gabriela Mossi, ANC Member & Executive Director of the Washington  
English Center  
Jim Knight, Executive Director and President of Jubilee Housing  
Sylvia Stokes, Vice President of Programs Jubilee Housing  
Hazel Meda, Communications Associate of Mary's Center  
Katie Lundgren, Principal at Marie Reed Elementary School  
Peter Meliotis, Assistant Principal Oyster Adams Bilingual School

Oralia Puente, Adams Morgan neighbor  
Donna Merz, Adams Morgan neighbor  
Keith Braswell, Adams Morgan neighbor  
Carlos Carmona-Medina, Adams Morgan neighbor  
Silvia Murillo, Adams Morgan neighbor  
Avelina Ruiz, Adams Morgan neighbor  
Carol Miller, Adams Morgan neighbor  
Seth Dubner, Project Manager Sydell Group, developers of The Line Hotel  
Lauinger Library, Georgetown University

**Oyster Adams Bilingual School:**

Peter Meliotis, Assistant Principal  
Michael Bowie, Music Teacher  
Steven Burch, Librarian  
Anna Sebastian, 7th Grade Teacher

**Artists:**

Frida Larios  
Lazaro Batista  
Friends of the Ixchel Museum

Weaving into the Future, a local Mayan weavers collective

Carlos Carmona-Medina, illustrator

Roberto Candia, photographer

Marcella Araya, handmade jewelry

Francisca Oviedo, handmade jewelry

Carlos Rojas, handicrafts

Julieta Mendoza, Mexican Dance Folk Group

Oyster Adams Bilingual School Choir and Strings

Blues Alley Youth Orchestra

Mark Eisner, poet

MAZIPOS, Itinerant art exhibition

#### **Volunteers Ciudad Emergente:**

Pilar Álvarez

Isidora Larraín

María de Los Ángeles Henríquez

Angela Sereno

Francisco Garrido

Ena Rojas

Javiera Iglesias

Cristina Saffie

Kara Hernandez

Sebastián Villarreal

Raimundo Carvallo

Montserrat

#### **Volunteers América Solidaria:**

Lina María Valbuena

Katherine García

Carlos Quant

Carlos Jáuregui

#### **Volunteers Hola Cultura**

Miriam Ostria

Maryangel Rodriguez

Roman Santillan

Julianna Jones

Jasmin Avila

Ronal Reyes

#### **Interviewers Hola Cultura:**

Christine MacDonald

Angelica Marrero

Lucia Jimenez

Yasmine Batiz

Josue Paez

Josue Amaya

Herbert Ramirez

Luisa Chaponan

Estefani Flores

Emily Ervin

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**FINAL REPORT**



# OKUPLAZA FEST DC

## KEY METRICS



3,000

People attending the Creative Placemaking Intervention<sup>1</sup>

110

People engaged pre-intervention<sup>2</sup>

9%

Participants were African American, Asian Americans, Korean American, Turkish American, Cuban American



330

Responses collected through Tree of Ideas methodology

31%

Participants were white

6%

Participants were Asians



56

Local artist Engaged

59%

Participants were non-white belonging to other races and ethnics

2%

Participants mentioned nationalities such as Irish, Italian, Greek, Dutch, British and Spanish

34%

Participants were Latinos and Hispanics

4%

Participants were Africans

<sup>1</sup> Calculated based on overall number of people exposed to the intervention on the 1<sup>st</sup> and 2<sup>nd</sup> of October.

<sup>2</sup> Calculated based on 45 people attending preparation meetings and 65 neighbors from Adams Morgan engaged by request from Special Operation Division to inform at least 75% of neighbors around 300 ft of Unity Park.

## SOCIAL MEDIA METRICS



1,400

People Reached on Facebook



137

Facebook shares of event Oku-plaza Fest DC



40,000

Impressions between September 9 and October 3.



50

50 Instagram likes per images on average and two publication on Local Media<sup>3</sup>

## PERMITS REQUIRED

11

Number of Permits Required



90

Hours spent on permitting <sup>4</sup>



\$6,000

Average costs associated <sup>5</sup>



<sup>3</sup> One publication on Univision Noticias in their section "City Lab" under the title "La intervención urbana que trae sabor latino a DC" and one participation on local Radio Zol on program "Al día con la Alcaldía" (available on page 63 of Full Report).

<sup>4</sup> Calculated on a basis of 10 hours per week during 9 weeks period.

<sup>5</sup> Between USD \$5,500 and USD \$7,500 (These costs were waived thanks to OP).

**INDEX**



## I. Introduction: Creative Placemaking to promote community-building

## II. Objectives

- 2.1. General Objectives
- 2.2. Specific Objectives

## III. Methodology

## IV. Components of the Strategy

- 4.1. Concept development
- 4.2. Design, build-out of project and programming of space
- 4.3. Agenda, selection and curation of creative participants and partners
- 4.4. Marketing & engagement
  - 4.4.1. Workshops
- 4.5. Project management & permitting.
  - 4.5.1. Project management process
  - 4.5.2. Permitting, insurance and written agreements
- 4.6. Project disassembly
  - 4.6.1. Disassembly decision-making
  - 4.6.2. Hammock adoption
  - 4.6.3. Community reuse and recycle of project components and materials
  - 4.6.4. Neighborhood resources for project disassembly

## V. Conclusions and Learning Process

- 5.1. Results: Data collection through “Tree of Ideas” methodology
  - 5.1.1. Socio-demographic data collected through stamp
  - 5.1.2. Analysis of responses to questions
- 5.2. Overall Process: Conclusions and Learning

I

INTRODUCTION





◀ *Unity Park. Estimated surface of creative placemaking intervention: 10,000 square feet*

## CREATIVE PLACEMAKING TO PROMOTE COMMUNITY-BUILDING

**Ciudad Emergente (CEM)** is a lab of tactics and tools for human-centered cities which fosters urban innovation to improve the quality of life in cities. CEM is specialized in urban tactics and tools for the collection, dissemination, discussion, and coordination of valuable information on the quality of life in developing neighborhoods and cities. CEM has been active in North America and South America developing creative placemaking projects using the “tactical urbanism” methodology, i.e. short term actions in public spaces to inform long term planning processes.

The District of Columbia Office of Planning is developing a citywide effort called **“Crossing the Street: Building DCs Inclusive Future through Creative Placemaking”**. This initiative is designed to promote community-building in neighborhoods that are experiencing rapid demographic and social change; to engage residents in conversations on the future of the District as the Office of Planning (OP) embarks on an update of DC’s Comprehensive Plan; and to demonstrate or test select placemaking recommendations articulated in OP’s neighborhood plan (Adams Morgan Vision Framework) to draft a Cultural Plan for DC.

In response to the OP request to develop and implement a creative placemaking intervention in Adams Morgan, Ciudad Emergente (CEM) proposed a Tactical Urbanism strategy called ‘Okuplaza Fest DC’ in Unity Park. This urban tactic consisted of a unique sensory environment that recreates the Latin American city plaza, combined with an event that celebrates multicultural expressions promoting civic engagement and discussions on how Adams Morgan is changing. In order to achieve this, Ciudad Emergente partnered with US-based organizations Serving the Americas Foundation, the US local chapter of the international NGO America Solidaria, and DC-based organization Hola Cultura (HC).



This report consists of a learning lessons document of a creative placemaking intervention to promote community-building, deployed in Washington D.C. between July and October 2016.

The creative placemaking intervention ‘Okuplaza Fest DC’ was structured around three main activities: Therefore, this report consists of a learning lessons document of a creative placemaking intervention to promote community-building, deployed in Washington D.C. between July and October 2016, which is described and analysed in detail in the following pages.

1) 9 weeks of community outreach process to engage Latinos and non-Latino stakeholders, building trust among the multiple organizations of Adams Morgan and encouraging community awareness and support of the current planning initiatives underway through the Adams Morgan Vision Framework.

2) The organization and implementation of a 1.5 day site-specific public event in Unity Park consisting of a creative placemaking intervention called ‘Okuplaza Fest DC’ which included a “Hammock-bombing” intervention and site-specific activities focused on a “Big Table” to engage the Latino community of Adams Morgan, recognizing the significant role Latinos play in Adams Morgan and the challenges they face in sustaining their place in the community.

3) The collection and analysis of people’s perceptions about the impact of the intervention, captured and mediated through data collection tools that will inform a series of recommendations included in the following report delivered to the D.C Office of Planning.

Therefore, this report consists of a learning lessons document of a **creative placemaking intervention to promote community-building, deployed in Washington D.C. between July and October 2016**, which is described and analysed in detail in the following pages.



# II

## OBJECTIVES





THE JEWISH FEDERATION OF GREATER WASHINGTON presents

The Seder is  
a time to  
remember

Good  
Food

MAKE  
IT YOURS



## 2.1. GENERAL OBJECTIVE

Create and develop a multicultural creative placemaking intervention to promote community-building in Adams Morgan, encouraging neighbors to “cross the street” and engage in conversations around the neighborhood ongoing changes, the community and its future.

## 2.2. SPECIFIC OBJECTIVES

- Design a unique arts-based experience in Unity Park, developing and promoting creative placemaking event(s), curation or selection of creative programs and activities, management of entrepreneurs (artists/creatives), and overall project implementation and management.
- Engage Adams Morgan communities in building connections in the face of development pressures, celebrate Latino culture and Adams Morgan’s diversity, strengthening community across cultures.
- Collect valuable data draw from community perceptions and opinions about the ongoing changes in Adams Morgan using tools that are easy-to-use, easy-to-interact, to build recommendations for OP’s neighborhood plan and DC Cultural Plan.



ARK  
1PM - 7PM  
At Unity Park, Adams Morgan  
Columbia Rd. - Champlain St.

LET'S SHARE AT THE BIG TABLE  
**OCT 2** 11AM - 3PM  
At Unity Park, Adams Morgan  
Columbia Rd. - Champlain St.

HOW CAN UNITY PARK BE A WELCOMING PLACE FOR EVERYONE  
IN THE ADAMS MORGAN NEIGHBORHOOD?















◀ Methodology three step cycle: 1) build, 2) measure, 3) learn

## METHODOLOGY

Ciudad Emergente applies the *Lean Start-Up* methodology into urban planning processes. This methodology consists of a three step cycle - 1) build, 2) measure, 3) learn - whose challenge is to minimize the maximum execution time of these three steps. The methodology of Ciudad Emergente consists of combining tactical urban actions with planning tools that lift indicators. We call these tactics “LQC Tactics” (lightweight, quick, and cheap) and “Tools 2.0” (a reference to the collaborative logic of the Web 2.0).

The urban innovation methodology proposed for this intervention is an approximation of tactical planning; that is, a short-term action that seeks to generate long-term change in ways of inhabiting Unity Park and Adams Morgan.

In the same line, the “LQC Tactics” proposed for ‘Okuplaza Fest DC’ were a series of short term interventions like a “Hammock Bombing”, a “Big Table”, and “intercultural programming” during two days, all of them aimed to invite people and residents from Adams Morgan to get to know each other around an interactive public space. In turn, the “Tools 2.0” deployed for this project consisted on a “Tree of Ideas”, an apparatus for citizen participation that permits the socialization of people’s thoughts and doubts starting with the collection of data and qualitative indicators. Both the tactics and tools are explained in detail in the following sections.





# IV

## COMPONENTS OF THE STRATEGY









◀ *Traditional Mayan hammocks weavers*

◀ *Contemporary Brazilian Artist Ernesto Neto are Latin American precedents of knitted by men elements that highlight culture and creativity.*



“Okuplaza Fest DC” is modeled after a series of interventions deployed by CEM through Latin America and multiple precedents drawing on the type of public life taking place Latin American city plazas. “Okuplaza Fest DC” consisted on a 1.5 days intervention animated by site-specific activities drawing on the following components:

#### **Creative Placemaking Intervention**

##### **Site-specific activities**

##### **Data collection process through “Trees of Ideas” methodology**

### **4.1. CONCEPT DEVELOPMENT**

The conceptual development of each of the components for ‘Okuplaza Fest DC’ are described as follow:

#### **4.1.1. Creative Placemaking Intervention:**

##### **Unity Park transformation through “*Bombardeo de Hamacas*” (*Hammock-bombing*):**

In response to the objective of using a transformed public space to boost city life, a temporary public space transformation called “Bombardeo de Hamacas” was proposed in the area of Unity Park and its surrounding streets, i.e. Euclid Street, Champlain Street and Columbia Road.

“*Bombardeo de Hamacas*” consisted on a massive installation of units of hammocks that could adopt multiple functions. Unity Park was transformed through the aggregation of units of hammocks that were used by people as places to stay, get relax and enjoy the multiple cultural activities that were taking place at ‘Okuplaza Fest DC’.

Hammocks were elements originally developed by tribes in Central and South America



Ciudad Emergente urban tactic called “Malón Urbano” ►  
in Santiago and Antofagasta, Chile.

by local artisans and weavers, consist on a woven network of twine or thin rope stretched with ropes between two firm anchor points such as trees or posts. They are very popular in countries such as El Salvador, Mexico and the Caribbean, but are also worldwide used for relaxation and it is also associated as a symbol of leisure among different cultures. The intervention considered *learning-by-doing* workshops with hammocks weavers that invited community to engage with traditional Latino crafts.

#### 4.1.2. Site-specific activities

**Community-building strategy through “The Big Table”:** This activity was designed to invited residents of the Adams Morgan community to share their thoughts, hopes and dreams of what Adams Morgan represented and what, with care and creativity, Adams Morgan could become. “The Big Table” was inspired in Ciudad Emergente urban tactic called “Malón Urbano”. Translated loosely, a “malon” is a potluck – a communal event in Latin America where guests and participants contribute something of their own towards the event’s success. “The Big Table” was thought to be the main event of ‘Okuplaza Fest DC’ during Sunday 2nd of October, which was animated with a series of cultural site-specific activities such as **Vendors, Artisan and Artists Exhibition Areas** including live music performance, food vendors, local storytellers, among others.

**Engagement Plans & Community Outreach:** ‘Okuplaza Fest DC’ was sought as an instance for strengthen community bonds and where participants could post feedback on how the sensory experience influences their thoughts on what Unity Park should be in the future. A community outreach team was in charge of coordinating, promoting, and engaging key stakeholders to be part of the initiative, i.e, Adams Morgan local neighbors, OLA, GWHCC, BID, and others. This process was structured through the organization of 4 community workshops and 4 door-to-door community outreach sessions prior each







◀ *Ciudad Emergente's Tree of Ideas methodology showcased in ENAP, Ciudad de Mexico and Santiago, Chile.*

workshop. In order to achieve this, 9 weeks of community outreach process were needed to (a) inform local community about the general scope of the intervention, (b) attract people to 'Okuplaza Fest DC' through effective communication strategy, (c) invite local community to be part of "The Big Table".

#### 4.1.3. Data collection process through "Trees of Ideas" methodology:

Tools for data collection such as "Tree of Ideas" were deployed in 'Okuplaza Fest DC', creating a physical forum for community 'conversation' between Latinos and non-Latino stakeholders in a neutral environment.

The Tree of Ideas (Árbol de Ideas) is an apparatus for citizen participation. It permits the socialization of people's thoughts and doubts starting with the collection of data and qualitative indicators. It works as an analogue tool, starting with the collection of ideas written freehand on squares of paper, but also can be complemented by digital responses through social media tools (i.e twitter). The Tree of Ideas consists of a highly visible, large, hanging, screened box onto which messages are attached or hung. This creating a kind of showcase of ideas that facilitates the reading and exhibition of people's opinions and thoughts.

Four different questions were showcased during 'Okuplaza Fest DC'. The bike rack facing Columbia Road was used to convey the central question of the intervention: "How is Adams Morgan changing?". In addition, three complementary questions were installed to complement the data collection. These were "How are you a great neighbor?", "Tell me an unheard story about the neighborhood...", and "How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood?". Answers were collected on orange-colored papers attached to trees trunks similar to post-it notes that allowed people to openly answer the questions displayed on the public space.







▲ Photomontage proposal for Okuplaza Fest DC





◀ *Recycled bike tires and pipes donated by “Bicycle Space” (18th Street) used for building columns and children’s games.*

## **4.2. DESIGN, BUILD-OUT OF PROJECT AND PROGRAMMING OF SPACE.**

The scope of the intervention’s design was to change visually and spatially the perception of Unity Park through an innovative and engaging design as well as reflect an inventive use of recycled, re-purposed, or reclaimed materials to reduce costs and waste.

The aim was to design elements that could be collaboratively built in a couple of hours with the help of volunteers, and neighbors who had participated previously in the workshops. In that sense, these elements should be based on smart, handy and lightweight geometric systems easy to understand and to build for anyone, of any age or gender and without necessarily having previous construction experience.

‘Okuplaza Fest DC’ takes shape and visual identity based on the combination of two main elements:

*a. Hammock Systems*

*b. Paper system for questions and responses to the “Tree of Ideas” methodology*



#### *a. HAMMOCK SYSTEMS*

The idea was to incorporate hammocks not just in what we understand as the “typical” usage for a hammock (a hanging surface to lay down) but as a component able to “answer” different spatial and programmatic needs.

##### **Hammocks for Laying Down**

Metal self-supporting structures were proposed to hang hammocks for laying down. This decision allowed the hammocks to be placed with freedom around the park in order to generate different spatial situations and also to activate underused spaces such as Champlain Street. Moreover, the autonomy of these systems allowed them to be moved according to the needs and programmatic demands identified during the intervention.





◀ *Hammock Ceiling System elements*

### Hammock Ceiling System

To define different spaces in the park and to get the attention of pedestrians and vehicles who passed by Columbia Road, a roofing system was developed based on decomposed hammocks that were joined together to form various shapes and surfaces.

These system surfaces were supported on pillars that were designed on the principle of tensegrity using PVC pipes and recycled bike tires donated by “Bicycle Space,” a bike shop located in Adams Morgan.

Surfaces from decomposed hammocks were also used as “walls” to define and scale down the space of the “Kids’ Book Corner”.



*Columns designed on the principle of tensegrity using PVC pipes and recycled bike tires* ▶









*b. QUESTIONS AND RESPONSES FOR THE TREE OF IDEAS SURVEY METHODOLOGY:*

It was proposed to reformulate the classic format of Ciudad Emergente's Tree of Ideas methodology (a hanging light box where messages are hung) based on the concept of Unity Park as the Tree of Ideas. This concept was developed based on two main design systems:

**Banners to expose questions:**

In order to increase the visibility of the questions both in the park and outside of the park, four large scale banners were deployed as support for the questions on existing fences and bike racks.

**Answers posted on the foliage and covering trunks of trees:**

The responses to the Tree of Ideas methodology were conceptualized not just as an "interview sheet" but as an element of design and decoration for the park. Some of them were hung from trees while others were folded into origami shapes and organized in an overlapped way in order to "dress" the trunks in orange and change the perception of the place at a human scale level.







▲ Banner on bike racks facing Columbia Road



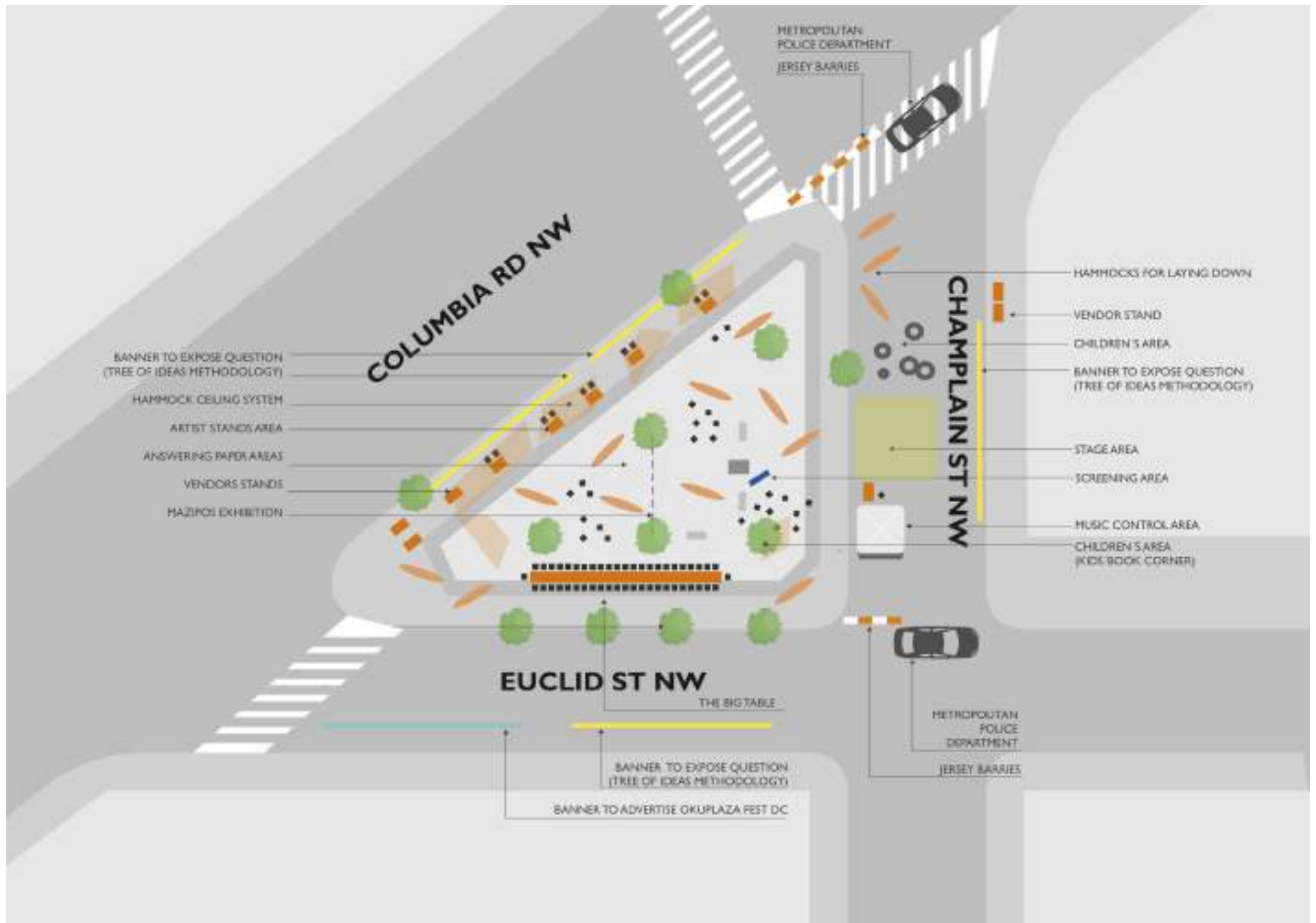
▲ Banners on existing fence facing Unity Park



### **Programming of space:**

‘Okuplaza Fest DC’ was spatially organized considering the existing trees, pedestrian flows, shadows and views from and towards Unity Park. Also, the programming of space considered Champlain Street as a large and free space (temporarily closed) to complement the a more “fixed” existing spatial situation in Unity Park.

The idea was to activate all the areas in Unity Park with different event and design programs to make it a vibrant and diverse space.





### The Big Table

A 35-foot long table was placed on the south of Unity Park next to Euclid Street. This location was chosen because the space is long, receives shadow from trees, and it is a perimetral location in the park, which was important considering that a 35-foot long element would block pedestrian circulations.

This location allowed us to maintain the overall park's spatial freedom and at the same time have the table in a cozy gathering environment.

“The Big Table” invited people to sit and eat, play with board games or draw with crayons on a large community drawing.







▲ *The Big Table from Euclid Street*





*MAZIPOS exhibition and weaving  
tight with ropes from trees* ►

### **Vendors, Artisan and Artists Exhibition Areas**

Vendors and artisan stands were lined up along the northern area of Unity Park with the aim of attracting passers-by from the main flow of the park. To define these stands, each vendor and/or artisan had a table to exhibit their art and/or products. These tables were unified with orange tablecloths and a blackboard to write with chalk and identify each vendor, artisan, or artist.

To help define these spaces, the hammock surface system was implemented as a ceiling.

In the case of MAZIPOS itinerant exhibition, 12 boards were mounted hanging from a rope between two trees in the inner area of the park. As the boards had work on both sides, this strategy invited people to walk around the exhibition without having an unsightly “back”.









### Stage and Music Control Areas

The stage area was placed in Champlain Street since it was the largest scale and free space in 'Okuplaza Fest DC' so bands, dancers and orchestras could fit their instruments and perform in a safe and free way. The crowd was located in the eastern area of Unity Park facing Champlain Street having enough perspective and good view of the performances.

The music equipment and DJ were placed next to the stage area towards the south side. This area was covered by a white tent to protect the equipment from water in case of rain.







▲ Champlain Street as an Orchestra "stage"





### Children's Area

A Kids' Book Corner was built using the books received by the donation of Silvia Murillo, an Adams Morgan neighbor who participated in the community workshops. To define the space, books were hanged from trees and decomposed hammocks were joined together as a vertical surface.

Close to this Kids' Book Corner, 5 spheres made from recycled tires were placed in Champlain Street as children's games.









### Screening Area

For screening Hola Cultura's documentary, a large screen was located next to the sculpture in an angled position facing the south east of Unity Park. This location was defined considering the request by MPD and DCRA to make sure no video or projector light leaked out and created a distraction to drivers on Columbia Road.







# Okuplaza Fest DC

A creative  
placemaking  
intervention!



## SCHEDULE

OCTOBER 1	INAUGURATION	Okuplaza Fest DC Kick off	
	ONGOING ACTIVITIES	Tree of Ideas / Artists / Board Games	1:00 - 1:15 pm
	EVENING ACTIVITIES	MAZIPOS Itinerant Exhibition	1:00 - 7:00 pm
		Evening Kick off	1:00 - 7:00 pm
OCTOBER 2	SEE YOU SOON	Poem reading by Mark Essner	5:00 - 5:15 pm
		Projections "DC Muralism"	5:15 - 5:35 pm
		Closing words / Join "The Big Table"	6:45 - 7:10 pm
OCTOBER 2	SUNDAY ACTIVITIES		7:10 - 7:15 pm



#### **4.4 Agenda, selection and curation of creative participants and partners.**

In order to achieve a successful creative placemaking intervention that represented the neighborhood's history and cultural diversity, Ciudad Emergente developed a strategy that focused on inviting and partnering with Adams Morgan and DC's institutions/organizations and neighbors. The energy was focused on developing partnerships that allowed CEM to offer a diverse and creative arts & culture program that encouraged all Adams Morgan neighbors to "cross the street" and join the event.

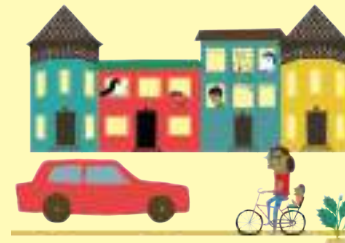
It is important to mention that Ciudad Emergente made an effort to reach and invite the majority of institutions and organizations based in Adams Morgan to participate. Regarding the selection and partnership with local artists, it is important to mention that because of budget constraints and a focus on building engagement and co-creation of spaces with local artists, Ciudad Emergente only worked with ad honorem artists. More details about selection, roles and responsibilities of each participant and/or partner are below.

The agenda of the 'Okuplaza Fest DC' was built after identifying the schedule of Adams Morgan annual events occurring during the months of September and October. Knowing this information allowed CEM to attend some of those events and build up an agenda that replicated good ideas that were seen in other festivals, reach out to neighbors who were volunteering in other activities and engage them in the 'Okuplaza Fest DC', etc.

Lastly, having information about the neighborhood's annual events was key to delivering an engaging schedule that coordinated perfectly with a major annual festival called the Adams Morgan PorchFest, organized by the Adams Morgan Business Improvement District and scheduled for the 1st of October, the same day as the 'Okuplaza Fest DC' kick off.

# OkuplaZA

FEST D.C.



A creative  
placemaking  
intervention!



## SCHEDULE

OCTOBER 1	<b>INAUGURATION</b>	OkuplaZA Fest DC Kick off	1:00 - 1:15 pm
	<b>ONGOING ACTIVITIES</b>	Tree of Ideas / Artists / Board Games	1:00 - 7:00 pm
		MAZIPOS Itinerant Exhibition	1:00 - 7:00 pm
	<b>EVENING ACTIVITIES</b>	Evening Kick off	5:00 - 5:15 pm
		Poem reading by Mark Eisner	5:15 - 5:35 pm
		Projections "DC Muralism"	6:45 - 7:10 pm
	<b>SEE YOU SOON</b>	Closing words / Join "The Big Table"	7:10 - 7:15 pm

OCTOBER 2	<b>SUNDAY ACTIVITIES</b>	THE BIG TABLE	11:00 - 3:00 pm
		Artists	11:00 - 3:00 pm
		Tree of Ideas	11:45 - 1:00 pm
		Music by Oyster Adams Bilingual School	1:00 - 1:30 pm
		Blues Alley Youth Orchestra	1:45 - 2:30 pm
		Mexican Dance Group	2:30 - 3:00 pm
		Crossing Ideas	2:45 - 3:00 pm
		Hammock Adoption	3:00 - 3:15 pm

CONTACT US: [lisi@ciudademergente.org](mailto:lisi@ciudademergente.org) / [www.okuplaza.org](http://www.okuplaza.org) / [#OkuplaZaFestDC](https://twitter.com/OkuplaZaFestDC)

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Funded with support from the DC Office of Planning and Kresge Foundation





CEM's agenda for Saturday was designed to improve the experience of the 4,000 PorchFest attendees, offering them a nice place to hang out, and inviting them to join the 'Okuplaza Fest DC' on Sunday.

#### **Artists list:**

##### **Alberto Robles:**

Alberto Robles, Hola Cultura's executive director, is a digital artist originally from Mexico. Mr. Robles is former fellow of The Mexican Fund for Culture and the Arts (Mexico's equivalent to the National Endowment for the Arts). His work has received public recognition and numerous awards, grants and fellowships from the DC Commission on the Arts and Humanities, Humanities DC, the DC Mayor's Office on Latino Affairs, among others. He produced the temporary public art installation, "Circling the Issue", a temporary public art installation that took place in November 2009 in the back alley of the Sun Trust branch at the intersection of 18th Street and Columbia Road in Adams Morgan. He lives in Columbia Heights.

##### **Blues Alley Youth Orchestra:**

The Blues Alley Youth Orchestra is part of The Blues Alley Jazz Society. It was founded in 1985 by internationally renowned jazz trumpeter Dizzy Gillespie and the eponymous supper club located in the Nation's Capital. The organization is dedicated to the enlightenment of youth, and the promotion of jazz music through education. The Society tries to achieve that ambition through multiple education and performance opportunities each year designed to benefit young jazz musicians in the Washington metropolitan area.



More than fifteen members of the Orchestra performed their second rehearsal of the year during October 2nd. The most popular act of 'Okuplaza Fest DC', the Orchestra delighted the event's attendees with more than 45 minutes of music.

**Carlos Carmona-Medina:**

Carlos Carmona-Medina, an Adams Morgan-based artist and graphic designer, will display and sell his popular postcard series featuring the real DC, rather than the tourists' Washington, as well as larger prints and artworks. Please see more of his work on his website: [www.carmonamedina.com](http://www.carmonamedina.com)

**Carlos Rojas:**

Artisan and Adams Morgan neighbor since 1970, Carlos lives and works in Adams Morgan. He arrived from Guatemala more than 40 years ago, and has been selling typical Central American crafts since then. Carlos was among the neighbors that reached out to CEM to be part of the 'Okuplaza Fest DC'. He had a stand to show and sell his work during October 1st.

**Mazipos Itinerant Exhibition:**

MAZIPOS is a quarterly fanzine that works as an itinerant exhibition. Every edition has 25 artists that produce posters that can be mailed and displayed in different venues around the world. Anyone can curate their own exhibition by selecting works from the artists' database of MAZIPOS.

The opportunity of having a MAZIPOS exhibition during the 'Okuplaza Fest DC' came from an Adams Morgan neighbor who attend CEM's first workshop. The exhibition of 25 posters was placed during all day on October 2nd.







#### **Mexican Folk Dance Group:**

The Mexican Folk Dance Group is build up by six middle school students who are neighbors of Adams Morgan. The Mexican dance group performed for 25 minutes on October 2nd. They danced 6 songs that represented the states of Jalisco and Veracruz in Mexico. It is important to mention that this was their first time performing in a public event. The connection with them was made through Oyster Adams Bilingual School.

#### **Oyster Adams Bilingual School Choir and Strings:**

Under the direction of Professor Michael Bowie, the Band of Oyster Adams Bilingual School (located in Adams Morgan) presented a string ensemble and a choir. This is a group of students that work hard to achieve a common goal while learning the benefits of cooperation through cooperation through collaboration in creating music collaboration. The band performed during October 2nd for approximately 30 minutes.

#### **Francisca Oviedo & Marcella Rivano:**

Francisca and Marcela were some of the artisans that reached to us to be part of the 'Okuplaza Fest DC'. They set up a stand on October 1st, showing and selling their handmade jewelry. Both of them live in DC, near Adams Morgan neighborhood.

#### **Frida Larios:**

Frida Larios is a District-based artist and typographic designer originally from El Salvador. She is an Ambassador for the Latin American Design Ambassadors Council and the creator of the award-winning New Maya Language, a series of picto-glyphs based on the logographic principles of ancestral Maya hieroglyphs. Sometimes referred to as an "anthrodesigner", Larios will bring prints, small works and children's books based on her "New Mayan Language" project. For more about Larios, please visit her website:

<http://www.fridalarios.com/bio.html>



### **Weaving Into The Future, Tejiendo Para El Futuro:**

Weaving Into The Future, Tejiendo Para El Futuro, a District-based weaving cooperative of Guatemalan back strap loom weavers, demonstrated their work and sell handmade textiles. Weavers at Sunday's festival will include Angelica Lopez, a talented craftswoman, who lives in the Logan Circle area. (Watch Lopez working her loom in this TV segment.) All sales went through Friends of the Ixchel Museum, a 501(c)3 nonprofit group that serves as the cooperative's fiscal sponsor.



### **Lazaro Batista:**

Lázaro Batista, a 2016 DC Commission on the Arts and Humanities artist fellow, will exhibit and sell small-scale paintings and hand-painted objects. Batista, a Cuban native who has lived in the District for decades, has strong ties to Adams Morgan. While today he lives in Ward 4, he once lived in Adams Morgan. Besides his talent as a painter, Batista is also a musician and can also be found performing the drums at the Bossa Bristro and Lounge on 18th Street NW or dancing salsa at Habana Village nightclub on Columbia Road NW. See more of his work on his website: <http://www.lazarobatista.com/>

### **Mark Eisner:**

Mark Eisner is the editor and co-translator of *The Essential Neruda: Selected Poems*. He also heads Red Poppy, a nonprofit focused on promoting socially-conscious Latin American poetry. On Saturday October 1st, he delighted 'Okuplaza Fest DC' attendees by reading a couple of Neruda poems, and some of his recently finished anthology of "Latin American poetry in resistance". Poems were read in English and Spanish. The 'Okuplaza Fest DC' obtained Mark's assistance thanks to the connection made by the Cultural Affairs Office of the Chilean Embassy in DC.







We share a workshop with photographer [@robcandia](#) and students of Oyster Adams Bilingual School. We are making together [#OkuPlazaFestDC](#) 🖐️🌳🎉

Ver traducción



14 Oct - 27 sept. 2016



### Roberto Candia:

Roberto Candia ([www.robertocandia.com](http://www.robertocandia.com)) is a renowned Chilean photographer whose career has taken him to cover some of the most important events of the last decade in Latin America and the world, such as the Olympic Games, World Cups, Panamerican Games, Copa America, Earthquakes and natural disasters, Presidential Summits, social conflicts, and presidential elections, among others.

Winner of more than twenty two photojournalism awards, in 2004 and 2010 he won the photographer of the year award at the National Exhibition of Photojournalism and in 2011 won a prize of excellency in the first edition of POY Latino America.

Roberto participated actively in the 'Okuplaza Fest DC'. He generously worked ad honorem for Ciudad Emergente by taking pictures during the community workshops and the event on the 1st and 2nd of October.

He also offered a photography workshop for seven students at Oyster Adams Bilingual School. The two-day workshop took place the week before the 'Okuplaza Fest DC'.

## Food vendors list:

### Churreria Madrid:

An Adams Morgan restaurant on Champlain Street NW facing Unity Park, will have a table selling carne asada (steak) with rice and beans, tamales, churros, and two traditional Central American non-alcoholic beverages: marañón, made from the cashew apple, and Horchata, a drink made from sweetened rice soaked in water.

### Rumba Café:

Located around the corner from the park on 18th Street NW, will bring a medley of Latin American favorites including Argentinian Choripan, a sandwich pork sausage with chimichurri sauce, empanada de Espinaca (spinach and cheese empanadas); Empanada de Choclo (fresh corn empanadas); and Arepa Venezolana, a dish with shredded chicken, avocado, cheese, black beans, yellow plantain, cheese. Please visit Rumba Café's website for more information: <http://rumbacafe.com/index.html>

### Cocinana:

A local caterer of Salvadoran-Irish heritage, specializing in modern twists to traditional tamales. Fare will include the Salty Chicken tamal, a plantain leaf wrapped around nixtalized corn masa with a filling of chicken, potatoes, chick pea, olive; and the Sweet Piggy pork tamal, which also has potatoes, carrots and prunes. He will also bring two vegetarian tamales. The Earthy Mushroom is filled mixed seasonal mushrooms, caramelized onion, sweet potato and a tomato based pepper sauce, while Butter Me Up Sweetie has butternut squash, sweet potato, caramelized onion, parsnip. All are made with a tomato-based pepper sauce. For non-alcoholic beverages, Cocinana will sell traditional Latin American drinks such as Jamaica (cold hibiscus tea), limeade, and Agua de Canela (a drink featuring cinnamon), and bottled water. Cocinana's website has more information: <http://www.cocinana.com/>

### Rise Bakery:

An 18th Street NW shop specializing in gluten-free baked goods, will sell a variety of cookies, brownies and blond brownies, and non-alcoholic beverages. For more information about Rise Bakery, please visit its website: <http://www.riseglutenfree.com/>







#### 4.5 Marketing & Engagement

Ciudad Emergente developed a marketing program that included community outreach, stakeholder engagement, and a social media strategy. Each strategy required their own planning and design.

For the community outreach, CEM designed graphic materials: flyer, posters (sizes A1, A2, A3 and A4) and a 32 feet long banner for Unity Park. For social media, CEM designer adjusted the poster information to create images for Facebook, Twitter and Instagram.

**a) Community and Stakeholders Outreach:** CEM put a special focus on inviting neighbors, including businesses, residents, and workers in Adams Morgan. CEM also sought to partner with key stakeholders in order to gain more knowledge and understanding of Adams Morgan's history and stories, use the stakeholders' platforms for outreach, and invite them to join and build together the 'Okuplaza Fest DC'.

# Okuplaza

## FEST DC.

**A creative  
placemaking  
intervention!**



LET'S ALL GET TOGETHER  
IN **UNITY PARK** TO SHARE  
**MUSIC, GAMES, CULTURE &  
ARTS.** JOIN US **CROSSING  
THE STREET** TO CELEBRATE  
**CREATIVITY & DIVERSITY** IN  
**ADAMS MORGAN**

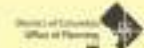
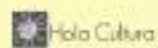
KICK-OFF IN **UNITY PARK**

**OCT 1** **1PM - 7PM**  
At Unity Park, Adams Morgan  
Columbia Rd. - Champlain St.

LET'S SHARE AT THE **BIG TABLE**

**OCT 2** **11AM - 3PM**  
At Unity Park, Adams Morgan  
Columbia Rd. - Champlain St.

CONTACT US: [lisi@ciudademergente.org](mailto:lisi@ciudademergente.org) / [www.okuplaza.org](http://www.okuplaza.org) / [#OkuplazaFestDC](https://twitter.com/OkuplazaFestDC)



Funded with support from the DC Office of Planning and Strategic Initiatives





▲ 32 feet long banner placed in Euclid Street's existing fence.



▲ Flyer design

Posters placed in Adams Morgan coffees, restaurants, shops. ►

#### **a.1) Community outreach:**

CEM developed a Gantt chart that detailed the activities planned for the event outreach and for the community workshops.

CEM projected as a goal to reach 5,000 people face to face. In order to achieve this goal, CEM asked Serving the Americas US to help with the volunteer call. Serving the Americas planned to engage ten volunteers to help during the eight weeks previous to the event with the outreach. Unfortunately the number of volunteers was not achieved. Given this, CEM had to prioritize its human resources and refocus the community outreach strategy.

In order to publicize the 'Okuplaza Fest DC', the community outreach focused on hanging posters and leaving flyers in all the commercial premises located on the area surrounding the intersection of Columbia Rd. & 18th St., and in public institutions or organizations; and being present and handing out flyers in Adams Morgan local events and activities.

Therefore, a team of six members of CEM handed out flyers on September 11th during Adams Morgan Day; a team of two members handed out flyers during the Farmer's Market in Sun Trust Plaza; and a team of two members handed out flyers on the street for two hours three times a week in the area surrounding Unity Park.

More than 250 posters were hung, and approximately 1,500 flyers were distributed in Adams Morgan.

Also, a 32-foot long advertising banner was placed on an existing fence in Euclid Street facing Unity Park.





*Ciudad Emergente and Serving the America teams handing out flyers and inviting people to Okuplaza Fest DC during Adams Morgan Day.* ►





#### a.2) Stakeholder engagement:

In order to compensate for the lack of volunteers, engaging with stakeholders was key to spreading the word about the 'Okuplaza Fest DC', and to be able to run the event smoothly.

#### Adams Morgan institutions and/or organizations:

**Adams Morgan Advisory Neighborhood Commission:** CEM team presented the 'Okuplaza Fest DC' event to the Adams Morgan ANC on September 7th in their monthly meeting. Besides the 8 ANC members, approximately 60 neighbors were present during the meeting. All ANC members and the majority of the neighbors present supported the event. It is important to mention that 5 of the 8 ANC members shared the 'Okuplaza Fest DC' invitation with their mailing lists, and 4 of them were present during both days of the event.

**Adams Morgan Partnership Business Improvement District (AM BID):** The mission of this organization is to promote a clean and safe Adams Morgan. Partnership funds go towards additional cleaning of the neighborhood's sidewalks and streets, the provision of supplemental security services, and promotional/marketing activities. In this sense, the collaboration of the AM BID was key to the success of the 'Okuplaza Fest DC'. The AM BID lent CEM rooms for the community workshops, shared the event in their weekly newsletter, and helped us with cleaning during the 'Okuplaza Fest DC'.

**City Bikes:** Located on 2501 Champlain St., City Bikes is a neighbor of Unity Park. In accordance with their philosophy of being a store open to the community, their staff was always at our service, eager and happy to help. City Bikes provided CEM with the electricity for the 'Okuplaza Fest DC', lent us space to store the implements of the intervention, and allowed CEM team and volunteers to use their sanitary services.





**Hola Cultura:** A Columbia Heights-based nonprofit group and online project that celebrates the District's Latino arts and culture as a means of supporting the individual aspirations of local Latinos while promoting cross-cultural understanding. Hola Cultura works with young Washington residents to cover DC's thriving Latino cultural scene and chronicle the history of Latinos in the Washington region. Since its inception in 2011, Hola Cultura has produced more than 500 original works including articles, videos, maps, research projects, and community festivals that bring the community together for face-to-face discussions and online enrichment. To learn more, please visit Hola Cultura online at [www.holacultura.com](http://www.holacultura.com).

**Marie Reed Elementary School:** Marie Reed is a diverse, multi-lingual learning community dedicated to nurturing the whole child to develop the values, character, and knowledge to become global citizens. Although the school is temporarily located outside Adams Morgan, Marie Reed's Principal Katie Lundgren, encouraged the students' families to attend the event. They sent weekly flyers about 'Okuplaza Fest DC' home with students to bring to their families. The school has approximately 400 students from PK3 to 5th grade.

**Mary's Center:** Founded in 1988, Mary's Center is a Federally Qualified Health Center that provides health care, family literacy and social services to individuals whose needs too often go unmet by the public and private systems. The Center offers high-quality, professional care in a safe and trusting environment to residents from the entire DC metropolitan region, including individuals from over 100 countries. Mary's Center allowed CEM to hang two posters and leave flyers in their institution.

**Oyster Adams Bilingual School:** For more than 40 years, Oyster Adams has served as a model for dual-language education. The cultural diversity within Oyster Adams forges long-lasting friendships among students and families from different cultural and linguistic backgrounds, nationalities and socio-economic levels and fosters fairness and leadership for everyone. Oyster Adams School involvement in 'Okuplaza Fest DC' was impressive. The School students, teachers and parents of the School participated by reading stories in spanish and english in the kids corner; by watching School Choir and Strings performance; and as students of Roberto Candia's photography workshop.

#### DC Local Government:

**Mayor's Office on Latino Affairs (MOLA):** Given that 'Okuplaza Fest DC' was originally conceived as a Latino event, Ciudad Emergente looked to partner with the Mayor's Office on Latino Affairs. Director Jackie Reyes and her team got involved immediately and helped CEM to reach important organizations within Adams Morgan, like Jubilee Housing.

MOLA helped by providing contact information about local artists, and they were very generous in helping us spread the word of 'Okuplaza Fest DC'. An early partnership with the Mayor's Office on Latino affairs allowed us to be able to participate in the radio program "Al Día con la Alcaldía," where we were invited by Director Jackie Reyes, and to hand out information about the event during the "State of Latinos Roundtable in DC". Director Reyes, who is very active in social media, also helped us by retweeting and sharing our information in Twitter, Facebook and Instagram.







OkuplaFestDC se enmarca dentro del proyecto "Adams Morgan Vision Framework". Adams Morgan es un sector con gran diversidad demográfica. El objetivo de este proyecto es invitar a los vecinos a "cruzar la calle" y conocerse. Centrado específicamente en la plaza Unity Park, esta iniciativa busca conectar a los vecinos de Adams Morgan, con foco especial en la comunidad latina, a través de talleres semanales (los días 12, 21 y 28 de septiembre) que tendrán como punto final el... [Ver más](#)



### Chilean Embassy:

The Chilean Embassy in the United States was a key partner. They helped us by printing 850 flyers for the community outreach of the event, and lending out 25 chairs for the days of the 'OkuplaFest DC'.

The partnership with the Embassy allowed us to present the 'OkuplaFest DC' to the Ibero-American Cultural Attachés Association (AACIA) in their monthly meeting. This organization includes 19 Ibero-American embassies, and present at the meeting were the embassies of Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Paraguay, Peru, Portugal, Dominican Republic, Spain, Uruguay, Panama and Venezuela. The outcome of Ciudad Emergente's team participation in this meeting was positive. CEM was able to engage volunteers for the event, engage Embassies that helped us to publicize the 'OkuplaFest DC' through social media, and we even had real handcrafted Paraguayan hammocks during the days of the event.



## b) Social media: Facebook, Twitter, Instagram

Most of the organizations that collaborated and participated in the development of 'Okuplaza Fest DC', have accounts on social networks (Facebook, Twitter, Instagram). Also, most of the individuals that live in Washington DC and participated in the project have accounts on social networks.

Due to this fact, CEM's strategy was to establish feedback with those organizations and individuals (by mentioning or labeling them in publications) to generate a larger circle of outreach, consequently reaching users of social media living in DC.

On Twitter, Serving the Americas, Gabriela Mossi from the Washington English Center, and Eric Shaw and Josh Silver of the DC Office of Planning, were the individuals who generated the most feedback by attracting followers, likes and retweets. Twitter and Instagram were the social networks in which CEM grew (and is still growing) continuously.

More detail about the impact of 'Okuplaza Fest DC' marketing on social media below.

### Facebook / Page: Ciudad Emergente / Event (promoted) 'Okuplaza Fest DC'

By promoting the event using georeferencing in the DC area surrounding Unity Park, CEM was able to reach a population that was not reached by Twitter or Instagram.

Maximum public reached: 1,400 people on 29/9

Demographics about public reached (maximum values):

Women: 18 to 24 years old = 34.2% / 25 to 34 years = 34.5%

Men: 25 to 34 years = 42.8% / 35 to 44 years = 23%

Number of Posts: 38

Number of Shares of the event: 137 // 85 interested // 52 attended // 395 guests







### Twitter / @ciudademergente / #OkuPlazaFestDC

Twitter analysis shows that from September 9 to October 3, 2016, the period in which the hashtag #OkuPlazaFestDC was used, the account @ciudademergente added 161 new followers, an average of 5 per day.

In this same period, there were 40 thousand impressions (number of times Tweets were seen), ie 1,600 impressions per day.

Tweet activity:

- October 1, 13 tweets, 5,914 impressions
- October 2, 12 tweets, 5,565 impressions

Demographic data:

Languages: Spanish, 92% - 35% English

Gender: Female 52% / Men 48%

Average age of followers: 25 to 34 years

Countries Chile: 61% / USA 5%



### Instagram / ciudademergente

CEM kept its average number of “likes” with an average of 50 likes per photo. Since mid-September CEM gained 60 new followers on Instagram.

### c) News media:

Thanks to the connection with key stakeholders, CEM was able to be involved in important news media. On one hand, Univision Noticias made a story about the 'Okuplaza Fest DC' in their section City Lab (<http://www.univision.com/noticias/citylab-vida-urbana/la-intervencion-urbana-que-trae-el-sabor-latino-a-washington-dc>). The story was released on September 29th, two days prior to the event.

On other hand, as previously mentioned CEM team participated in the radio program "Al Día con la Alcaldía" from Radio Zol.







#### 4.5.1 Workshops

##### Workshop #1

The first community workshop named “Let’s get to know each other” was conducted in the Festival Center, thanks to the help of Kristen Barden, Executive Director of the Adams Morgan BID. The workshop had as a goal to introduce ourselves as Ciudad Emergente to the Adams Morgan community, and be able to engage them to participate in the ‘Okuplaza Fest DC’.

Three activities were developed in this workshop.

First, there was a brief presentation of the overall initiative “Crossing the Street” driven by DC Office of Planning, and how Ciudad Emergente was participating in this creative intervention.

By giving each participant 25 post-its and a pencil, the second activity was a brainstorming regarding the community’s general perceptions of Unity Park:

- What concepts do you associate with Unity Park?

Followed by the questions:

- What ideas would make Unity park more attractive and comfortable?
- What ideas that may be developed in the public space would make Unity Park a safer place?
- What ideas or projects associated with the commerce around Unity Park would make it a more dynamic place?
- What ideas or projects would make Unity Park a more inclusive and open space?







Participants were encouraged to use the post-its and write all the concepts that came to their heads. A total of 2 minutes were given to answer each of the questions. All the answers were collected, sorted and displayed in a cardboard, organized in front of the audience by relating ideas.

The idea of this first workshop was to engage participants, explaining to them that this was a creative space where all ideas were welcome, and invite them to think and be part of future improvements for Unity Park. It opened a space for all attendees to talk and discuss the ideas that were exposed through the brainstorming.

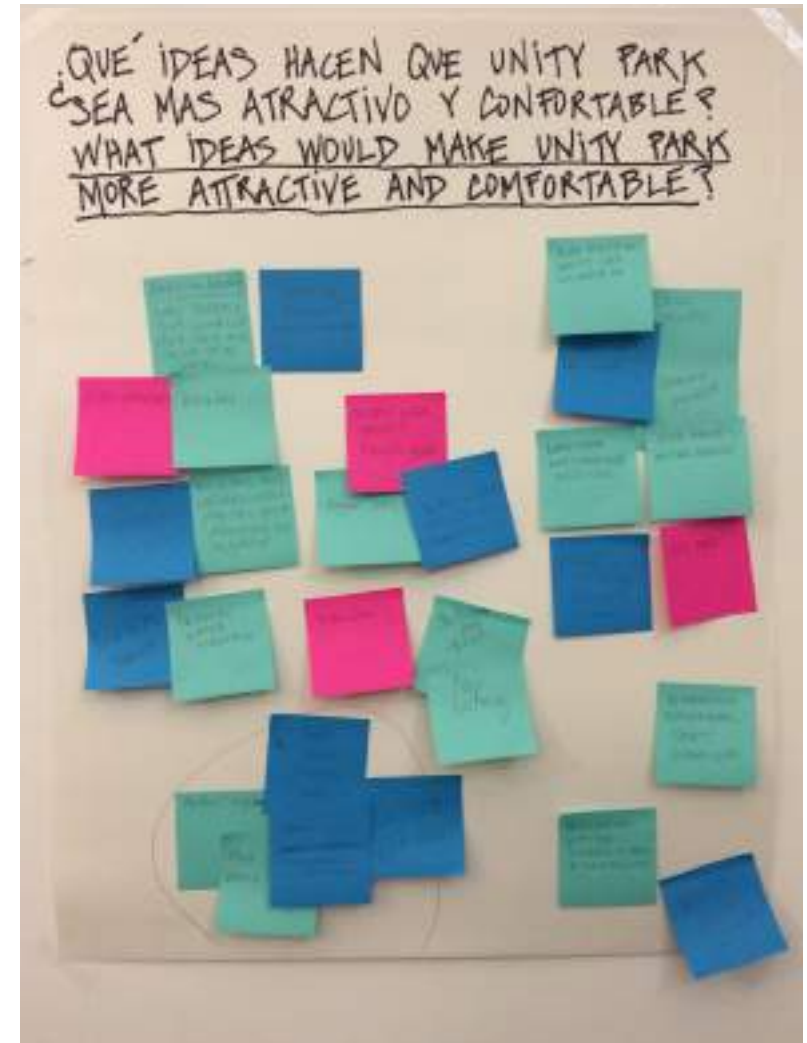
After the second activity, Ciudad Emergente presented the images of their creative placemaking ideas for Unity Park during the 1st and 2nd of October. After answering some questions regarding the implementation of this initiative, Ciudad Emergente invited the workshop participants to answer the following questions in a sheet:

- How would you like to participate?
- How do you visualize your participation in the 'Okuplaza Fest DC'?

These last two questions were collected by Ciudad Emergente, and served to engage the workshop participants in further activities for the 'Okuplaza Fest DC'.

1. What concepts do you associate with Unity Park?

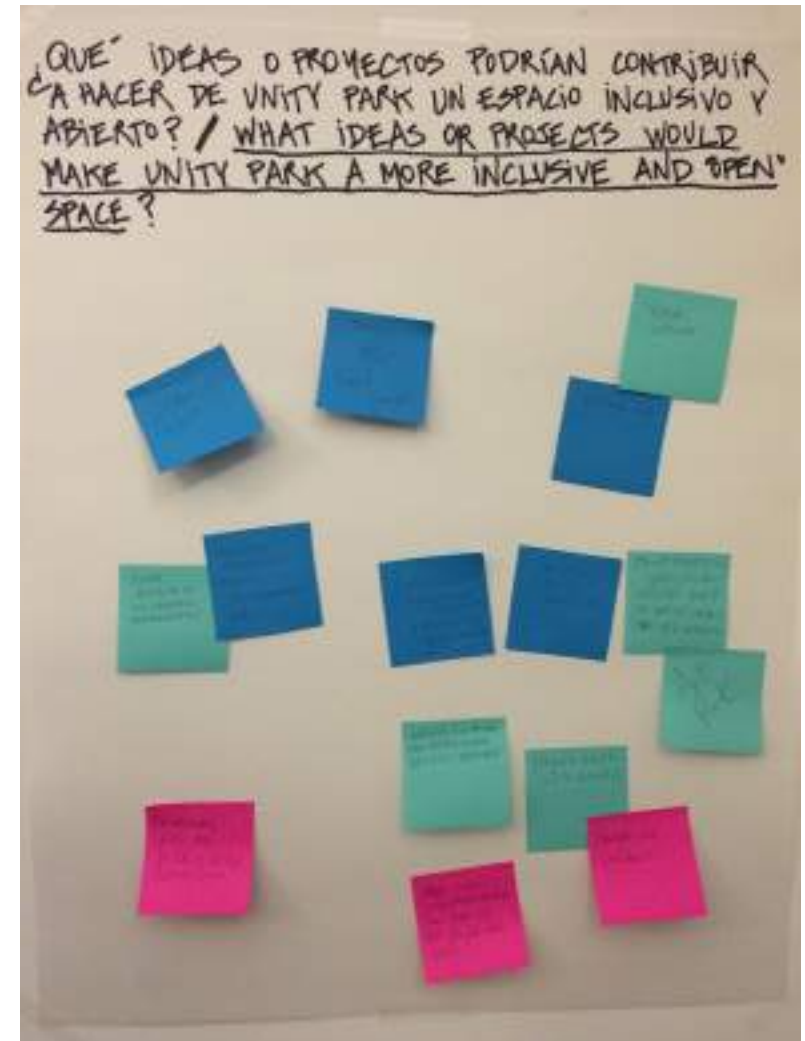
good tree construction friendly location  
welcoming event joint used eco snow  
vagrancy neglected space lite  
ugly art sculpture bikes  
color point shade light safe  
piled nice street day  
bright homeless just dept  
guy clean not friendly pass parking  
loitering connecting closed hot  
winter fresh parqueratass spiritual





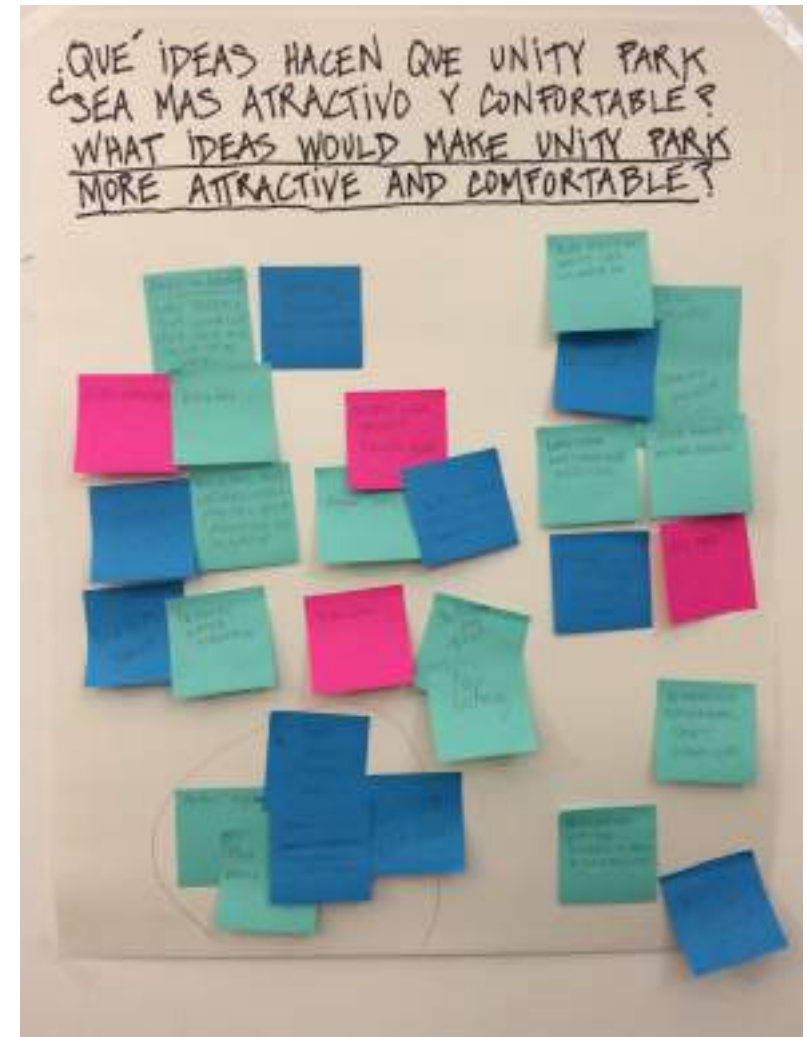
2. What ideas or projects would make Unity Park a more inclusive and “open” space?

kids wheelchairs  
bring permanently bike\_racks  
activities close Euclid work artistic  
children fit street boot-camps  
board braille eat  
poetry market art traffic enough  
vending games stands tables  
families trucks space reading  
nice farmer's food building people  
chess construction spaced  
benches plaques relationship yoga\_lessons  
tournaments furniture performances



3. What ideas would make Unity Park more attractive and comfortable?

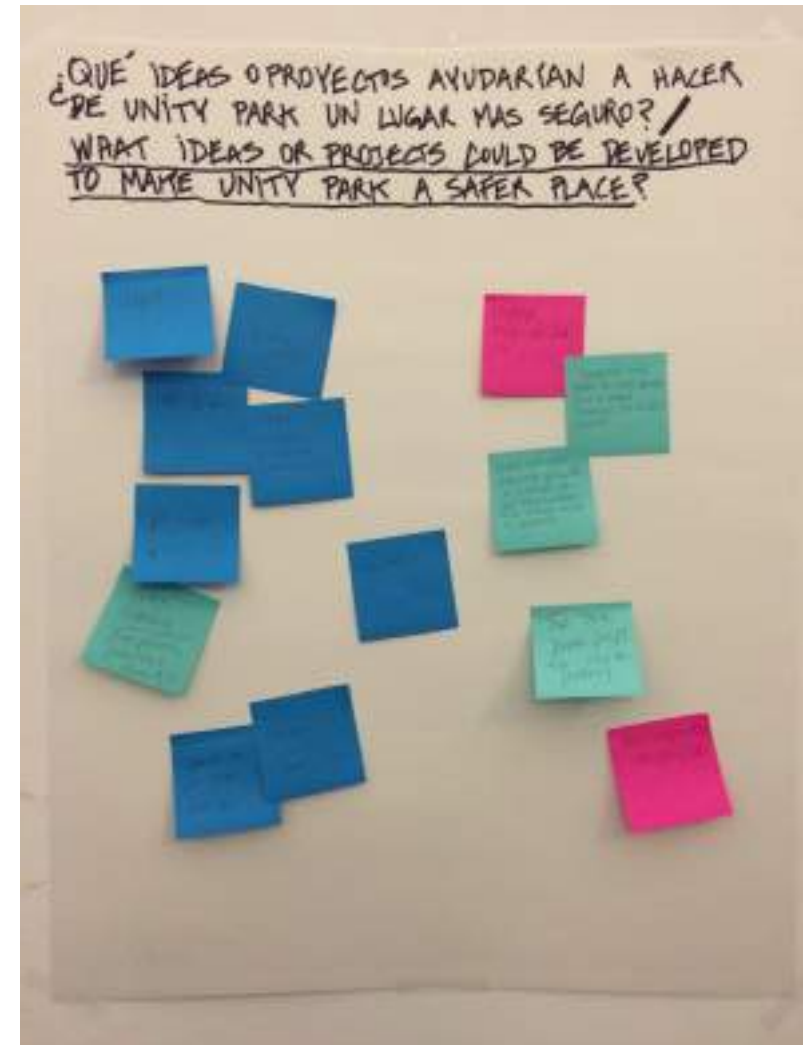
sculpture gym amphitheater space attention interactive  
sculptre cozy better multi-uses drinking  
Sectioned native colour plan can events sport  
nice needs lighting games building children  
friendly kids trip work use now art points park  
artisan backless benches flea wireless  
trash urban grass water no loitering  
like fountain features Crosset  
capture trees don't limit adult  
playground green market bigger chess  
damaging landscapes construction maybe pedestrian





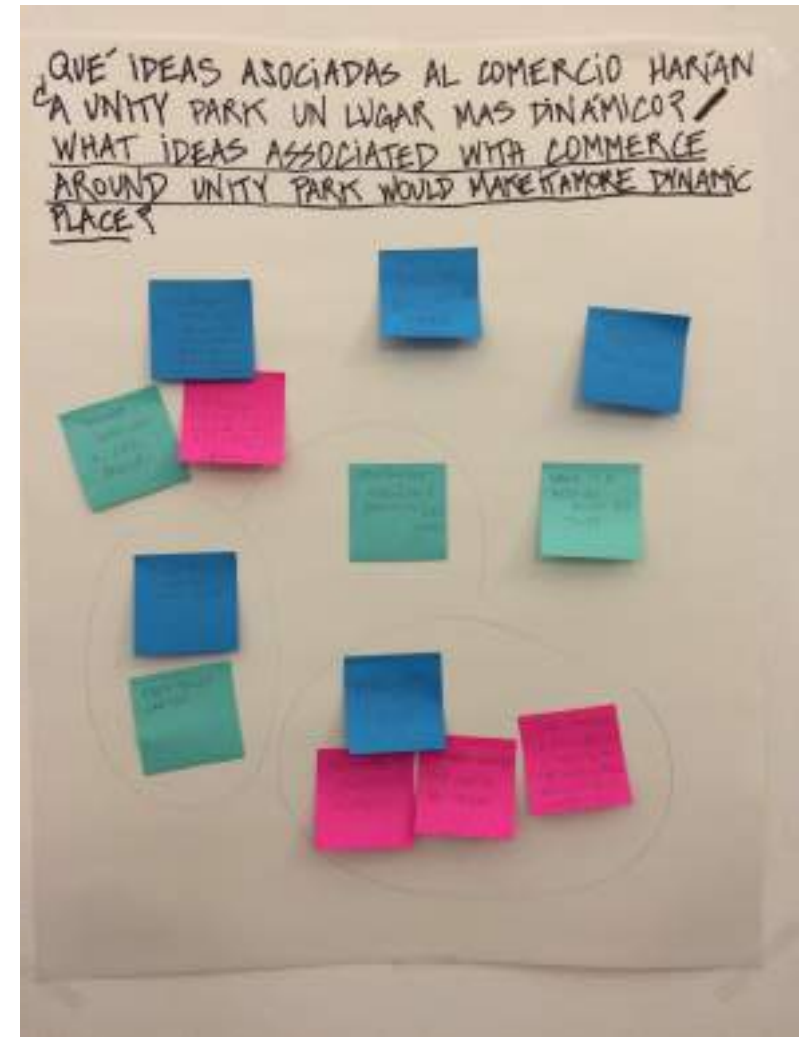
4. What ideas or projects could be developed to make Unity Park a safer place?

areas  
businessfriendly less vagrants  
activities around better  
in\_charge clean use  
benches shops renovation  
police bars change inviting  
family space pays  
tax new cycling  
patroling lighting grass  
base engagesit  
spaces month patrol no\_loitering



5. What ideas associated with commerce around Unity Park would make it a more dynamic place?

vendors flea street space  
people reading farmers selling meeting  
seating info beauty  
year performances trucks  
tourists pointbrick sell transit LED magic  
times boot food mortar  
board art camps  
make care small spot  
parties cloth gathering Saturdays  
farm poetry personal  
truck items restaurant  
concerts







## b) Workshop #2

The second community workshop named “Let’s get organized” was conducted at Philz Coffee, thanks to the help of Andrew Scruggs, Manager of Philz Coffee. This second workshop had as a goal to start assigning specific tasks to the attendees in order to build the ‘Okuplaza Fest DC’ together with the community.



This second workshop was less structured. The idea was to give all the participants the opportunity to bring specific ideas that could be built during the 1st and 2nd of October. As a result, we engaged volunteers and received the donation of more than 100 books from Silvia Murillo (AM neighbor), which allowed us to build a kid’s corner and to give away books to many attendees of the ‘Okuplaza Fest DC’.









### c) Workshop #3

The third community workshop named “Let’s get ready” was conducted in the Festival Center, thanks to the help of Kristen Barden, Executive Director of the Adams Morgan BID.

The goal for this last workshop before the event, was to show all the participants what we had build up so far as a team and thanks to their collaboration. We went through on every detail of the two days agenda, and discussed general concerns, ideas, contributions and responsibilities for the days of the OkuplazaFestDC.













#### 4.6. Manage project implementation and successful execution.

The project implementation management was challenging and demanding. As Ciudad Emergente's first intervention in Washington DC, working from abroad, the team was required to learn and adapt quickly to this new setting.

For the purpose of this report, this section is going to be divided in two main categories: the project management process and the permitting, insurance and written agreements process.

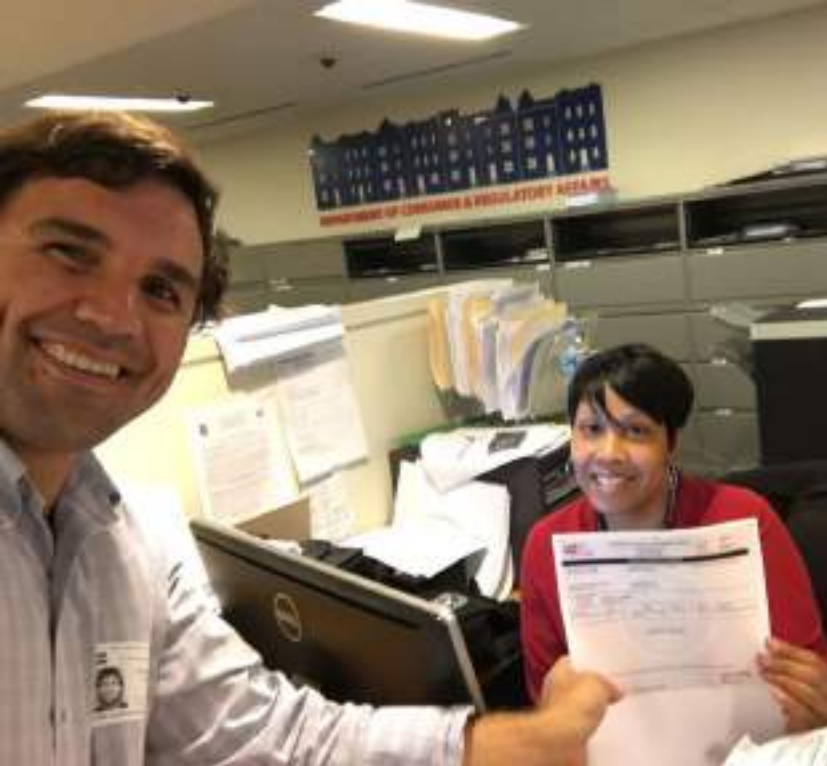
##### 4.6.1. Project management process

The numerous and diverse local actors involved along this process, as well as the needed coordination across countries (between Chile and United States) required a suitable, fast and flexible type of management. From the beginning the team needed to rapidly adapt and solve different kind of challenges. Some of the tests faced during the project implementation process were: reorganizing the intervention layout (site map) according to the Mayor's Special Events Task Group requirements (MSETG), difficulties around recruiting volunteers, outreach to neighbors to gain their approval for the event, and even weather threats (heavy thunderstorms) on Saturday.

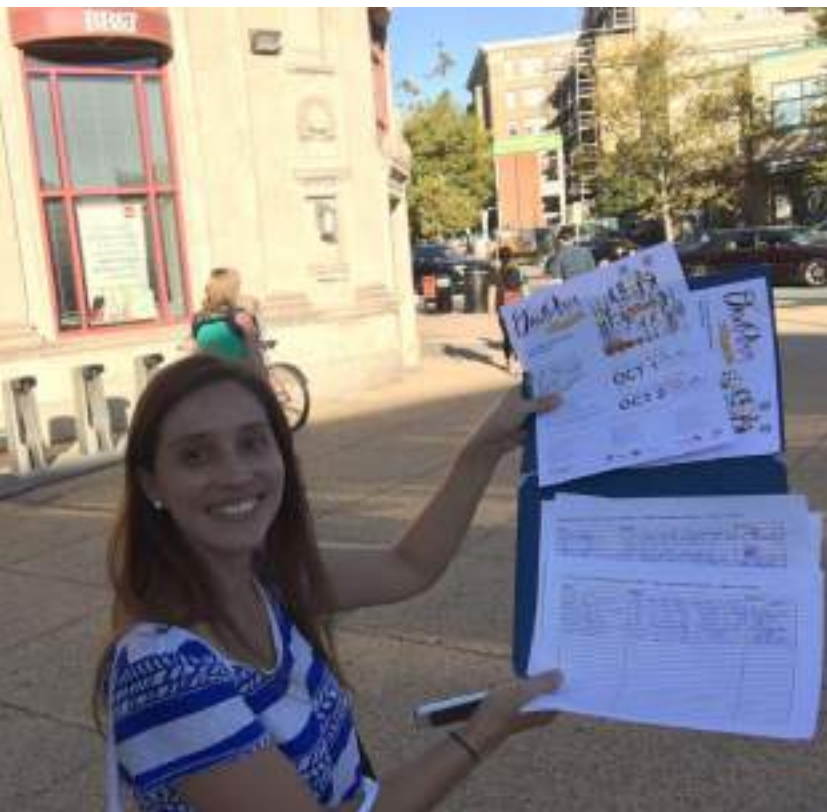
To better understand the project management process we have divided it into three main moments:







August 22nd, the team presented 'Okuplaza Fest DC' to the MSETG, with more than twenty five different stakeholders<sup>1</sup> present in the meeting. From the Special Event License, Metropolitan Police Department (MPD) to the National Park Service, each actor presented different concerns and requirements. At the end of the presentation, CEM received the: "approval granted only for closure of Champlain Street NW between Columbia Road and Euclid Street, pending submission of revised site map to meet requirements of MPD and DDOT". After adapting the site map and responding to MSETG's requirements CEM received their approval without any further comment.



2) During September, the task collected the nine signatures required to receive the license approval, which allowed us to execute 'Okuplaza Fest DC'. This part of the process was definitely one of the most demanding in time as well as perseverance. During this period, it was also brought into attention that the collection of signatures from 75% of the neighbors who live 300ft around Unity Park were needed in order to be able to continue with the project. In addition, the Department of Parks and Recreation required a different application form to obtain their authorization to use Unity Park. Furthermore, throughout this phase several other requirements were identified: example, we needed a MPD police vehicle with an officer in each corner of Champlain St with Columbia Rd and Euclid St, bikes rack at the limit with Columbia Rd, and water barriers, among others. Each of these new requirements also represented new fees and costs to cover. The contribution and support from the Office of Planning was critical to take care each of these invoices and necessities connected to the permitting process. Nevertheless, with a high dedication and close follow up with each institution we were able to received our license approval.

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<sup>1</sup> Referral to the first page of acknowledged for the members of this group.

3) October 1st and 2nd, 'Okuplaza Fest DC' took place. All of our previous work would come to fruition in a two days' event. Saturday started with a forecast of rain during the whole morning, which affected some of the planned activities. However, at the end of the event, 315 neighbours responses were collected by the Tree of Ideas exercise. Nevertheless, the CEM team would like to highlight a couple of issues that may require reflection. First, on Saturday the police officers that were covering the event left Unity Park almost 2 hours before the time arranged with them. Second, on Sunday, despite the lack of formal approval, the officer of the day gave permission to close Euclid St, which suggests that maintaining thru-traffic might not have been such an important consideration compared to the significant benefit closing the street gave to the event after all. Finally, a Zip Car that was parked on Champlain St and Euclid St despite the signs was not removed, and CEM had to coordinate directly with the company to have it removed.







#### 4.6.2 Permitting, Insurance and written agreements

Digging deeply in the permitting aspect, more details over the MSETG, event license, and parks and recreation requirements are described:

**MSETG:** Required an agreement from all seated at the table. Basically to get this to pass, CEM have to worked in the sitemap, adapting to the requirements of MPD and DDOT. In the case of MPD that required adding a police car with an officer each of the intersections of Columbia Rd with Champlain St and Champlain St with Euclid St, in addition to leaving Euclid St open for cars. The DDOT required CEM to add signals associated to pedestrian and vehicles, which announced the road closed and detours properly. Even though as CEM team believe the idea of having a unique task force that oversee the all details around public spaces is good, in practice according to our experience, this wasn't the case. For this initiative CEM had to submit a document with several questions, which responded to the concerns and requirements of each member of the MSETG. Nonetheless, with the event license we discovered that afterward CEM still needed to go individually through each members, at least with the ones that needed to sign the license application. The team thought that the purpose of presenting to the MSETG was to avoid individual follow up. In this sense CEM shared some ideas and comments toward improve this process.

**Event License:** This is the follow up process from the MSETG meeting. Once CEM received the approval with no comments from the MSETG, it started to work with the Special Event License team, which required the signatures approval from nine different entities (Fire Marshall, Tax and Revenue, Emergency Medical Services, MPD I Special Operations Division, DOH I Food Services Division, Corporations Division, Health and Safety, DDOT Public Space Permit Office, and Special Event Coordinator). Each of these divisions have different request and documents CEM needed to submit before could it

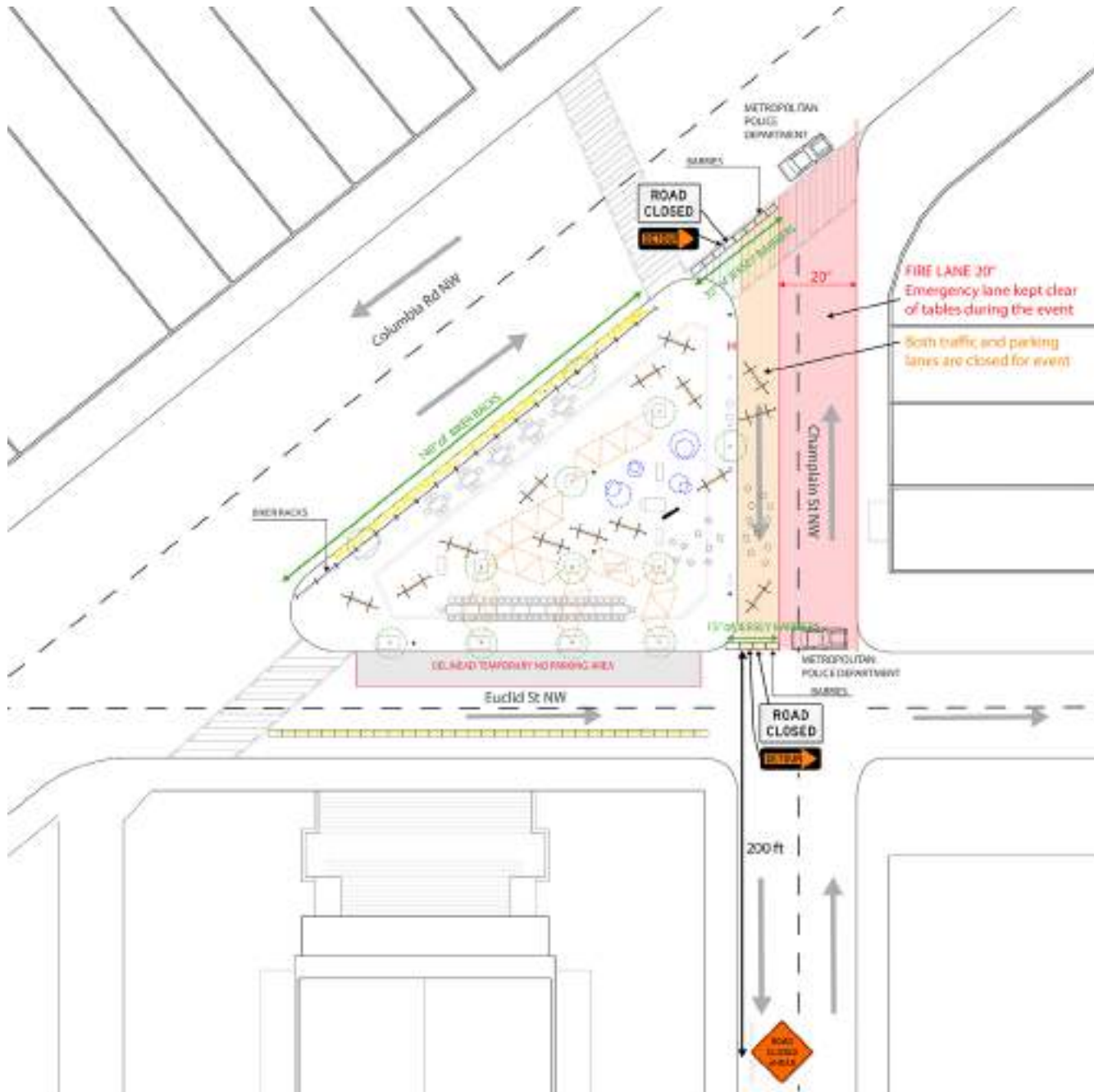


have their signatures. The Fire Marshall required to check the procedures CEM would have to warm the food. The Tax and Revenue needed the name and tax ID of each vendors and artist that would participate during the event. The Emergency Medical Services required us to have a person with CPR training and a basic emergency kit assistance. The Health Division require that each food vendor have their official permission up to date. In addition to the signatures, the Special Operation Division required the signatures of 75% of the neighbors around 300 ft of Unity Park. Several of these signatures required numerous phone calls, emails and office visits from the team. In order to succeed with this task, CEM had to visit the event license office, and walk by the nearby buildings capturing the remaining signatures. Regarding to this process, CEM also handled improvement suggestions to the Office of Planning.

**Parks and Recreation Permit:** Any activity that takes place in a public space need to submit an extra application authorization form to use public parks. This required us to describe the event and highlight the main requirement associated to the event (music, food vendors, public bathroom, health assistance, etc). After working out each of the concerns regarding to the food vendors and tax ID (which already were requested for the particular units that manage these issues), CEM was able to receive the authorization to use Unity Park during October 1st and 2nd.

**Permitting the documentary:** In order to comply with DC Police Department concerns about the potential to distract drivers along Columbia Road, Hola Cultura and Ciudad Emergente collaborated on a plan to ensure public safety. This plan entailed placing the screen on the southeast side of the rainbow statue in the middle of the park with the screen angled toward the front entrance of the bike shop on the southern end of the block on Champlain Street NW. to ensure drivers were not distracted.





▲ Detailed traffic control plan submitted

#### 4.7 Project Disassembly

The disassembly went smoothly and was well-coordinated by volunteers and the organizations that helped CEM with the bike racks, water barriers, tables, chairs, trash, among the others tasks of the event. The main tasks during this process were: disassembly decision-making, hammock adoption, community reuse and recycle of project components and materials, and neighborhood resources for project disassembly.

##### 4.7.1. Disassembly decision-making

In the initial plan, CEM had considered disassembling all the event elements and assembling them again on Sunday. After experiencing the amount of work invested during the assembly, the team decided that it would be better to leave some of the more time-consuming structures in place for the next day. This was not an easy task, because the security during the night at Unity Park is not the best. Aware about this issue and having no other alternative, two members of the team spent the night at the park. All the other mobile structures were stored at City Bikes, which kindly lent us space.

##### 4.7.2. Hammock adoption

As was mentioned early in section 4.3, following Ciudad Emergente's reuse and recycling policy, as well as seeking to keep 'Okuplaza Fest DC' alive among event attendees, we implemented a hammock adoption program. At the end of the event hammocks along with their structures were donated to the people who participated during the event. Oyster Adams School took six hammocks and several volunteers, the Chilean Embassy, neighbors, and Office of Planning benefitted from the hammock adoption.





#### **4.7.3. Community reuse and recycle of project components and materials**

As mentioned before, in accordance with recycling policy of Ciudad Emergente, during the event CEM listed various objects from which the neighbors could benefit from. A woman that lives close by took the PVC tubes home to her house. Another neighbor who was an artist took the bike tubes and PVC structures that helped to hold up the hammock ceiling. All the remaining books were given to the Oyster Adams School Library.

#### **4.7.4. Neighborhood resources for project disassembly**

As part of the engagement and partnership efforts explained in section 4.5, the Adams Morgan Business Improvement Development contributed with their Clean Team members to maintain the space clean, and the trash contained, during and after the event. At the end of the event on Sunday, Unity Park was clean and ready to use again.

### **V. Conclusions and Learning Process**

The report last section draws on conclusions and learning lessons out of the creative placemaking strategy 'Okuplaza Fest DC'. The following conclusions are divided on (5.1) specific insights coming from the tool 'Tree of Ideas' and (5.2) more broader and comprehensive learning lessons generated from the overall experience of deploying a creative placemaking strategy for Adams Morgan in Washington DC. Therefore, this section aims to better inform ongoing planning process conducted by OP and complementary planning agencies, as well as to contribute on a future Cultural Plan policy for the District of Columbia or other cities facing similar changes and planning challenges.







### 5.1. Results: Data collection through “Tree of Ideas” methodology

The tool for data collection “Tree of Ideas” was deployed in ‘Okuplaza Fest DC’, creating a physical forum for community “conversation.”

Fences on Euclid Street and bike racks on Columbia Road were used as a canvas to showcase 4 questions in large-scale banners. These critical questions were discussed and defined together with the Office of Planning. The 4 questions were the following:

- How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood ?
- How is Adams Morgan changing ?
- How are you a great neighbor ?
- Tell me an unheard story about the neighborhood...

The papers for answering the questions included the following form to fill out:

Love the  
 wk of unity  
 park for hennocks,  
 MWTR, food and  
 community  
 gathering!

DO YOU:  
 LIVE IN ADAMS MORGAN \_\_\_\_\_  
 WORK IN ADAMS MORGAN \_\_\_\_\_  
 WORK/LIVE IN DC OR DC AREA ☒ \_\_\_\_\_  
 OTHER \_\_\_\_\_  
 AGE:  
☐ UNDER 12  
☐ 13 - 18  
☐ 19 - 35  
☒ 35 - 55  
☐ 55 - OVER  
 RACE/ETHNIC GROUP: Mixed caucasian  
 GENDER: Female Asian

1. MORE EVENTS IN MERIDIAN HILL/MALCOLM X PARK
2. SUPPORT LOCAL BUSINESSES; BE FRIENDLY!
3. I LOVE FEELING SAFE ON LATE-NIGHT WALKS
4. MORE EVENTS; FEATURE ART/MUSIC/ETC. FROM MEMBERS OF THE NEIGHBORHOOD

DO YOU:  
 LIVE IN ADAMS MORGAN YES  
 WORK IN ADAMS MORGAN NO  
 WORK/LIVE IN DC OR DC AREA YES  
 OTHER \_\_\_\_\_  
 AGE:  
☐ UNDER 12  
☐ 13 - 18  
☒ 19 - 35  
☐ 35 - 55  
☐ 55 - OVER  
 RACE/ETHNIC GROUP: WHITE  
 GENDER: MALE

WELCOMING PAGES

Adams Morgan  
 se caracteriza  
 por recibir a  
 personas de dife-  
 rentes lugares  
 por lo turístico  
 de esta pequeña  
 plaza y que tenga  
 mas actividades  
 y exhibiciones  
 de culturas.

DO YOU:  
 LIVE IN ADAMS MORGAN \_\_\_\_\_  
 WORK IN ADAMS MORGAN \_\_\_\_\_  
 WORK/LIVE IN DC OR DC AREA \_\_\_\_\_  
 OTHER city folk coming  
 AGE:  
☐ UNDER 12  
☐ 13 - 18  
☐ 19 - 35  
☒ 35 - 55  
☐ 55 - OVER  
 RACE/ETHNIC GROUP: Spanish  
 GENDER: M



Volunteers from Ciudad Emergente, Hola Cultura and América Solidaria collected the answers to the questions from the Latino and non-Latino community.

As previously explained on chapter 4.5.2 Data collection through “Tree of Ideas” methodology, the tool for data collection “Tree of Ideas” was deployed in ‘Okuplaza Fest DC’, creating a physical forum for community ‘conversation’.

In total, 330 papers were filled. Of this 330, 15 papers had just the stamp responses and 215 had both, the stamp and questions responses. Therefore, the socio-demographic data analysis related to the stamp was made considering 330 papers while the analysis of the answers to the four questions was done based on 315 answers.

#### **5.1.1 Socio-demographic data collected through stamp**

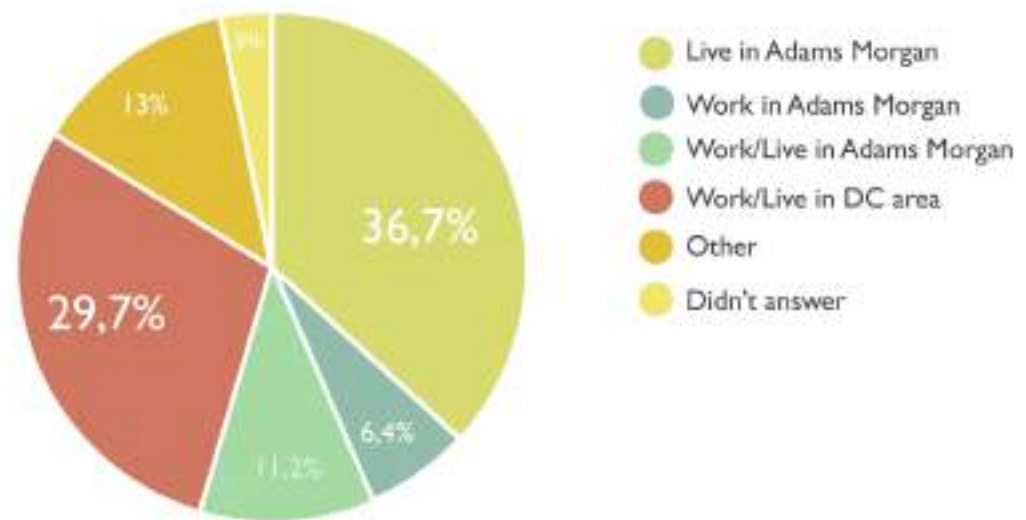
The socio-demographic data collected through filling the paper’s stamps are expressed in the following visualizations and graphs:





**Graph 1:**  
**DO YOU:**

As graph 1 shows, most of the attendees of the 'Okuplaza Fest DC' have a close relationship with Adams Morgan neighborhood, since a 53,4% declare either to live in Adams Morgan (36,7%), Work and Live in Adams Morgan (11,2%) or Work in Adams Morgan (6,4%). Also, it is important to highlight that a large number of the participants interviewed in the 'Okuplaza Fest DC' declare themselves to Work or Live in DC area (29,7%) or other (13%). These numbers may show that Adams Morgan is still a neighborhood that attracts people because of its activities, restaurants and cultural diversity.

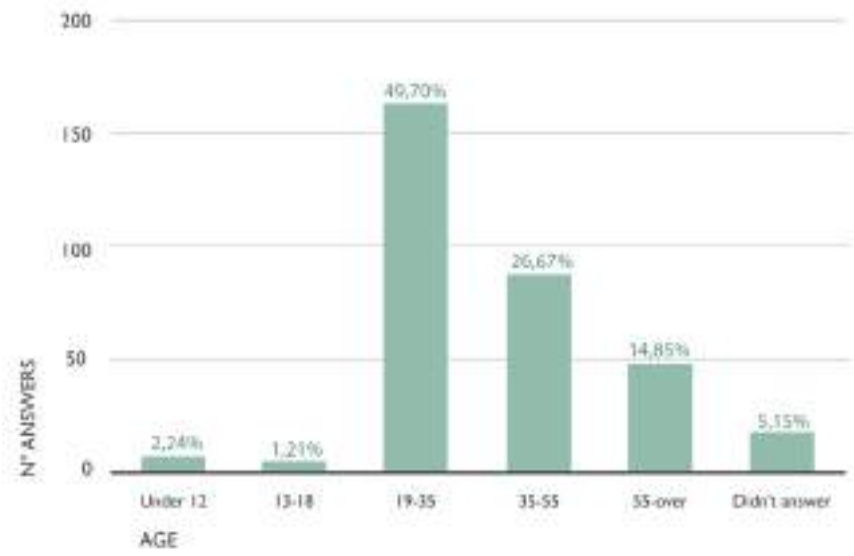
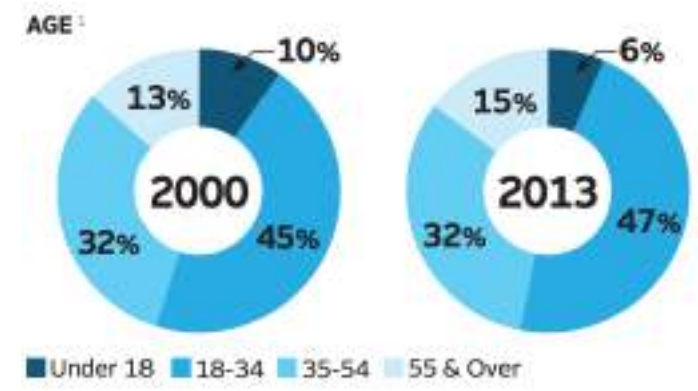


**Graph 2:**  
**AGE:**

As shown in graph 2, the majority of the attendees of the ‘Okuplaza Fest DC’ were people in the range age of 19 to 35; this is consistent with the demographics information collected by the DC Office of Planning under the Adams Morgan Vision Framework, in which according to data of 2013, a 47% of Adams Morgan population ranges from age 18 to 35. Moreover, demographic data collected by CEM is very consistent with OP’s year 2013 data. Although the range of ages is not the same, this picture shows the similarity of the data.

This result indicates that CEM’s intervention was able to attract a representative sample of the Adams Morgan community.

As shown in graph 2, the majority of the attendees of the ‘Okuplaza Fest DC’ were people in the range age of 19 to 35; this is consistent with the demographics information collected by the DC Office of Planning under the Adams Morgan Vision Framework, in which according to data of 2013, a 47% of Adams Morgan population ranges from age 18 to 35. Moreover, demographic data collected by CEM is very consistent with OP’s year 2013 data. Although the range of ages is not the same, this picture shows the similarity of the data.





Graph 3:  
RACE/ETHNIC GROUP:

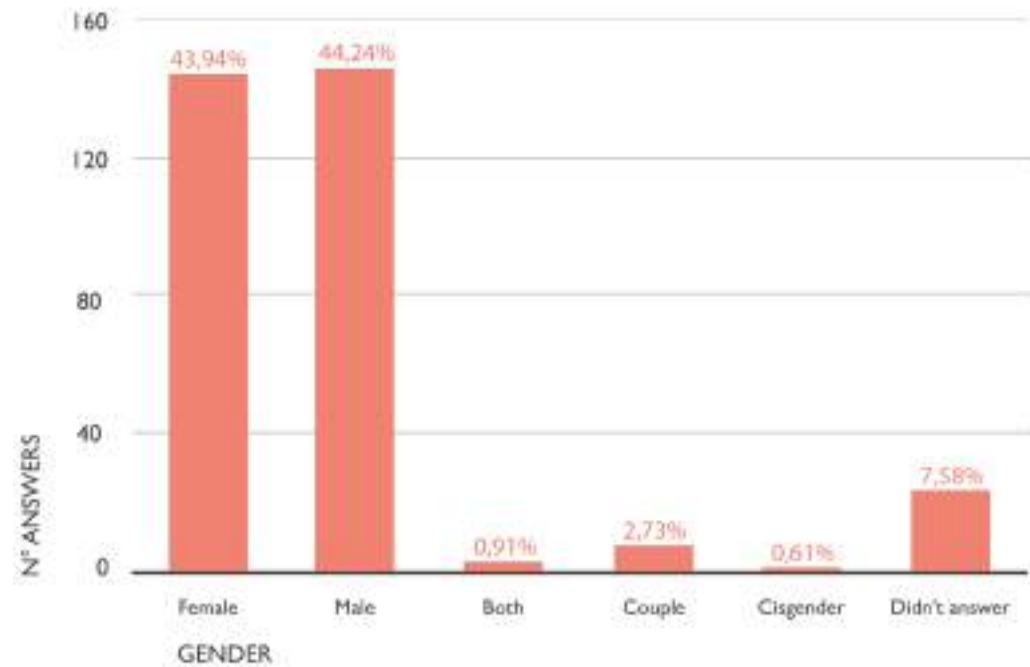
RACE / ETHNIC GROUP	Nº OF ANSWERS	PERCENTAGE
Latino	55	16,67%
Hispanic	41	12,42%
White Latin	2	0,61%
Peruvian	4	1,21%
Haiti	2	0,61%
Salvadorian latino	2	0,61%
Mexican	2	0,61%
Maya	1	0,30%
Cuban	1	0,30%
Honduras	1	0,30%
African American	25	7,58%
Asian American	3	0,91%
Korean American	1	0,30%
Turkish American	1	0,30%
Cuban American	1	0,30%
Spanish - European	3	0,91%
Irish	2	0,61%
Italian	1	0,30%
Greek Dutch	1	0,30%
British Italian	1	0,30%
Asian	10	3,03%
Chinesse	2	0,61%
Japanese	1	0,30%
Filipino	1	0,30%
Ethiopian	6	1,82%
Middle Easter	3	0,91%
Jewish	4	1,21%
South Asian	1	0,30%
Indian	4	1,21%
Sri Lanka White	1	0,30%
Caucasian	10	3,03%
Black	2	0,61%
White	101	30,61%
Didn't answer	34	10,30%
TOTAL	330	100,00%





Graph 4:  
GENDER:

As shown in graph 2, there is almost a tie between the percentage of males and females interviewed in the 'Okuplaza Fest DC', with a slight higher percentage of male population.



### 5.1.2 Analysis of responses to “Tree of Ideas” questions

Overall ‘Okuplaza Fest DC’ accomplished its objectives and task according to what was requested by the Office of Planning. As was mentioned along the report CEM faced different challenges during the process, which required flexibility, adaptation and creative skills to overcome them. The early hypothesis that public spaces areas are highly valued by neighbors and that it can be used to create rich communities among neighborhood was confirmed.

Regarding the question “How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood?”, 18% stated that more events would help, 15% think that community engagement is required, and another 15% indicated that more welcoming activities are needed.

In relation to the question “How is Adams Morgan changing?”, 19% ranked more diversity and cultures as the number one change, followed by 16% more business and restaurants, 14% said more construction and 12% more events in public spaces were the variables that are changing Adams Morgan.

Regarding the question “How to be a better neighbor?” 30% mentioned being more friendly, 16% believe that respect is another attribute needed, 16% added more helping and volunteering, and 14% mentioned that more sharing could also contribute to being a good neighbor.

The total number of answers to each question were the following:

The 3 questions with the highest amount of responses were analysed, systematized and visualized. The question “Tell me an unheard story of the neighborhood...” was not systematized but just analysed since it had just five responses.

The analysis to the responses to the four questions are expressed in the following visualizations and graphs:

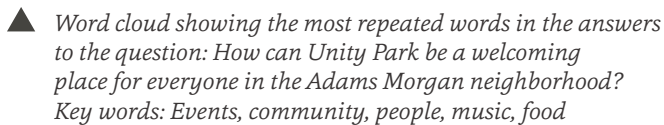
QUESTION	N° OF ANSWERS	PERCENTAGE
How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood?	187	59,37%
How is Adams Morgan changing ?	100	31,75%
How are you a great neighbor ?	23	7,30%
Tell me an unheard story about the neighborhood...	5	1,59%
TOTAL	315	100,00%



**Question 1: How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood?**

Almost a 60% of the attendees of the 'Okuplaza Fest DC' responded to the question "How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood?", allowing us to interpret that Unity Park is actually an important place for Adams Morgan neighbors. From the answers given, it is clear to state that individuals are willing to see more activities in Unity Park, making it a meeting place for community events, seeing it as a potential cultural activation spot, and a space that can be arranged to invite people to hang as individuals and with their families. In connection with a demand for more events, activities, park equipment and landscape, there is a concern about security and cleaning of the space. The results of question 1 "How can Unity Park be a welcoming place for everyone in the Adams Morgan neighborhood?" are similar to the ones obtained on the first workshop (see 4.5.1 Workshop #1).

It is also interesting to see how almost 6% of the interviewed responded that Unity Park could be a more welcoming place by repeating the 'Okuplaza Fest DC' or using the implements deployed during the intervention.







**“Having better lighting, making Euclid or Champlain street for pedestrians, not for cars. Doing art interventions and inviting artists. Hammocks is a great idea to make it welcoming and special!”**

*Female, white, 19 - 35 years, works and lives in Adams Morgan.*

**“I would like to have dancers and film festivals. Why not to consider having some food trucks? and organizing a fair to deller any compete for some prizes”**

*Female, hispanic, 55 years - older, lives in Adams Morgan.*

**“More events, less drunks”**

*Male, latino, 35 - 55 years, lives/works in DC area (Columbia).*

**“Create a book exchange in the park to bang people. Poetry slam, more live music. Events like this”**

*Both, human, 55 years - over, work/lives in DC area.*

**“Place that’s green! Depressing concrete, vertical green trees and sculptures. Events that supports minorities, women environment for community, issues that are relevant”**

*Female, white, 35 - 55 years, lives in Adams Morgan.*



### **Question 2: How is Adams Morgan changing?**

Over a 31% of the attendees of the 'Okuplaza Fest DC' responded this question "How is Adams Morgan changing?". The most common answer for this question was that individuals were seeing Adams Morgan as a more diverse neighborhood, this is consistent with the demographic data that shows that a racially and ethnically diverse population attended the event.

It is also clear that the attendees of the 'Okuplaza Fest DC' are seeing important changes in the neighborhood, regarding a shift in local business and restaurants, an increase in infrastructure development, and gentrification.







**“More businesses, more money come into the area, increased cost of leaving, diversity”.** *Couple, white, 55 years - over, work/lives in Adams Morgan.*

**“Everytime I visit AM, there are new apartments going up, I just want it to stop. I think it drives out people who are local to the neighborhood. Its pushing the rent up for people who work in service”.** *Male, America Corean, 19 - 35 years, works in Adams Morgan, lives in DC area.*

**“It used to be a real neighborhood, now it’s just businesses. People used to know each other, you used to know the names of the owners of the businesses. People would meet at the bar on the street. They would give time for other people. Now I don’t know nobody here”.** *Male, Ethiopian, 35 - 55 years, lives in Adams Morgan.*

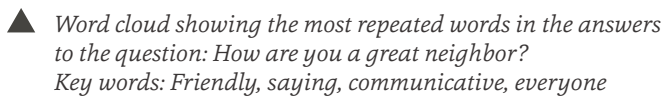
**“The neighborhood is becoming more gentrified. More racially diverse and younger in my opinion. Many young professionals like myself are moving here”.** *Male, white, 19 - 35 years, lives in Adams Morgan.*

**“I’ve lived here 7 years. It doesn’t seem like it’s changed that much”.** *Cisgender, white, 19 - 35 years, work/lives in Adams Morgan.*



### **Question 3: How are you a great neighbor?**

A 7% of the attendees of the 'Okuplaza Fest DC' responded this question "How are you a great neighbor?". Most of the answers have a socializing component, individuals seem to believe that being a good neighbor is "knowing" your neighbors. More events and activities may foster social capital.







**“I believe the basic is saying hi everyone, introducing yourself and shwag and respecting the public space. Making activities to get to know each other and shawn about their background”.** *Male, African American, 19 - 35 years, works and lives in Adams Morgan.*

**“Support local business, be friendly”.** *Male, Asian American, 19 - 35 years, lives in Adams Morgan.*

**“To keep clean; be responsible”.** *Female, hispanic, 19 - 35 years, works and lives in Adams Morgan.*

**“If they were bearable, neighbors complain a lot. (Children cry and the neighbors complain). We would like to meet neighbors but they are not bearable”.** *Male, white, 35 - 55 years, lives in Adams Morgan.*

**“Friendly, supportive, playful”.** *Male, white, under 12 years, lives in Adams Morgan.*





**Question 4: Tell me an unheard story about the neighborhood...**

The 5 answers were the following:

**“No.”** *Female, African American, 35 - 55 years.*

**“Story: Edward Jackson (202) 667-2426 served DC 2009. His wife Margaret Jackson stopped by the event”.** *Female, African American, 55 - over, lives and works in Adams Morgan.*

**“During the big snow storm I pulled my daughter along the street in a sled behind me. The night was quiet. The street lights calm”.**

**“I remember coming to asylum 8 years ago. There were a dozen motorcycles outside, a maryland cad ended up hitting the end of motorcycles and they all fell over, that jerk just took off. We all lifted the bikes up and got his tag number”.** *Female, Hispanic white, 19 - 35 years, lives in Adams Morgan.*

**“I threw up one time in front of MacDonald’s - these two girls helped me and gave me water. It’s a good neighbors”.** *Male, White, 19 - 35 years, works/lives in DC area.*



# V

CONCLUSIONS  
AND LEARNING  
PROCESS







Tactical urbanism interventions  
are powerful means to activate public  
spaces.

Adams Morgan people is changing.

Creative placemaking is an opportunity  
to bring back common sense to  
city planning processes.

## CONCLUSIONS AND LEARNING PROCESS

### 5.2 Overall Conclusions and Learning Process

Creative Placemaking is becoming a global movement of evidence-based planning strategies using Light Quick and Cheap (LQC) concepts to convey the idea of short terms actions as powerful means to inform long term planning processes. In that regards, pioneering cities such as DC are taking the lead on these efforts and “Crossing the Street” grant is an evidence of that. Nevertheless, all experimental processes have valuable lessons that can be take from learning-by-doing practices, and ‘Okuplaza Fest DC’ is no exception. Overall conclusions can be taken from commenting point-by-point on the general and specifics objectives of this tactical urbanism project.

**Regarding the general objective (1) of “creating and developing a multicultural creative placemaking intervention to promote community-building in Adams Morgan, encouraging neighbors to “cross the street” and engage in conversations around the neighborhood ongoing changes, the community and its future”, is it possible to say that;**

· **Tactical urbanism interventions are powerful means to activate public spaces.** It this case, “crossing the street” to share with neighbors was a goal accomplished when seeing the number of races, ethnics and ages attending the intervention. More than 3,000 people visited ‘Okuplaza Fest DC’ during two days, and 330 responses were received through the “Tree of Ideas” tool. Moreover, the public engaged in fruitful conversations around the neighborhood ongoing changes.

· **Adams Morgan people is changing.** In terms of conversations, the most common answer for the question regarding “How Adams Morgan is changing” was that individuals were seeing Adams Morgan as a more diverse neighborhood, but is also clear that the attendees of the ‘Okuplaza Fest DC’ are seeing important changes in the neighborhood, regarding a shift in local business and restaurants, an increase in infrastructure development, and gentrification.

· **Creative placemaking is an opportunity to bring back common sense to city planning processes.** One major challenge on designing a creative placemaking experience in Unity Park was the novelty of this proposal in terms of permitting and implementation, which contributed to set unexpected barriers for the creative team when facing the need of obtaining permitting from multiple DC planning agencies. At some point, several key components of the initial creative placemaking proposal were forced to be converted, adapted, cancelled or significantly modified due to lack of permits to deploy such ideas. Some examples of this were the impossibility of hanging hammocks on trees, sharing food on public space, or temporarily closing a street for community uses. These ideas were regarded as infeasible due to the alleged hazards or risks that these activities might entail. Nevertheless, the very essence of creative placemaking strategies is actually test out different possibilities giving space to do changes. The “Light, Quick and Cheap (LQC)” suddenly becomes not light, neither quick and far from cheap, when standard planning assessments are applied to simple creative placemaking actions, becoming barriers and restrictions to tactical urbanisms. Therefore, this creative placemaking actions can be seen as key opportunities to bring back common sense to city planning processes.





Doing things different is possible  
Adams Morgan people is changing.

Individual follow up was key  
to deliver on time.

Doing Creative Placemaking 24/7.

Thinking global and acting local can be  
challenging.

Regarding the specific objective (1) of “designing an unique arts-based experience in Unity Park, developing and promoting creative placemaking event(s), curation or selection of creative programs and activities, management of entrepreneurs (artists/ creatives), and overall project implementation and management”, is it possible to say that:

- **Doing things different is possible:** Even though the overall design intervention was simple in its spatial proposal, it was a contribution on showing that activating a public space with creativity and identity is possible without depending on commonly used elements, e.g. using an alternative for the 10” white tent. Some aspects that can contribute to ease future creative placemaking projects are to identify early on the project what are all the permissions, requirements and cost associated with the execution of any particular project. e.g. If you would have vendors and artist selling their product you probably need a tax permission.

- **Individual follow up was key to deliver on time:** Another challenge around the project management and implementation was to enable a good coordination among the different stakeholders of the project. The perseverance and follow up individually with each division related to the event license was critical for the permitting success. In addition the capacity to adapt and respond quickly to permitting and task that weren’t planned (as the 75% of the neighbours signatures that live 300ft around the Unity Park, and the Park permit application for example), was another key skill to achieve a great event at the end.

*Hammock ceiling system at night (before 12 when  
lights are still turned on in Unity Park) ►*

· **Doing Creative Placemaking 24/7:** It could have been interesting to test the performance of 'Okuplaza Fest DC' at night. By keeping the hammock ceiling system and banners mounted during Saturday's night, CEM team could visualize these elements intrigued pedestrians but weren't enough to activate and make it a welcoming place...what if lights were turned on and the hammock systems remain during the whole night?...what if the intervention is adapted from summer/fall to winter/spring conditions? i.e. placing an ice rink instead of hammocks installation? etc. All those are open questions that can be answered in following creative placemaking interventions.

· **Thinking global and acting local can be challenging:** The 'Crossing the Street' grant pursued an exciting effort of bringing together national and international curators to shape the multiple interventions across DC. In that vein, for Ciudad Emergente coming from Chile, and being an outsider NGO was something that drew attention in both good (never heard about tactical urbanism, enjoyed being part of the setting-up of a creative intervention), and bad ways (why do we need someone from Chile to come here and "help us"?). The idea of combining local and international partners in one team was a smart proposal from OP to address this issue.

Effective reuse of creative placemaking elements was put in place. After the intervention a reuse strategy was deployed (hammock adoption, table games were given away to children, neighbors took the structures built with recycled materials, etc.), This opens a possibility to better shape future interventions refining the strategy for the reuse of these elements with the O.P. or with neighborhood entities in order to make use of these elements for future activations in public space.





Changing the engagement strategy was required to succeed in bringing together a multicultural audience.

Better integration between multiple Adams Morgan events can be addressed in future interventions.

Locally based partners committed with the project are the strength for sustainable continuity.

Regarding the specific objective (2) of “engaging Adams Morgan communities in building connections in the face of development pressures, celebrate Latino culture and Adams Morgan’s diversity, strengthening community across cultures”, is it possible to say that:

• **Changing the engagement strategy was required to succeed in bringing together a multicultural audience.** In the beginning of the process for ‘Okuplaza Fest DC’, the initial scope of targeting Latino communities was changed towards expanding the engagement to all the multicultural communities present in Adams Morgan. That change in the initial strategy was a challenge for the teams of Ciudad Emergente and Hola Cultura, since most of the connections and networks were coming from those specific groups, specially in the case DC based organization of Hola Cultura. Despite that, the engagement strategy was opened to all communities despite being Latinos. This aspect can be improved for a next implementation considering from the very beginning a multicultural scope for the marketing and engagement. Being flexible and able to adapt the project from its original idea (Latino-focused) was key in order to actually develop a diverse and creative intervention that was attractive to the Adams Morgan community.

• **Better integration between multiple Adams Morgan events can be addressed in future interventions.** Time chosen for the intervention was good in terms of weather and hours of light a day. Although the agenda was made taking into account other activities in Adams Morgan such as Adams Morgan PorchFest, it was also developed in the middle of Hispanic Heritage Month, competing with several activities all over DC. Also, there is an clear opportunity to integrate the Farmers Market located in 18th St and Columbia Road in future activations in Unity Park.

· **Locally based partners committed with the project are the strength for sustainable continuity.** Even though the coordination with local partner organizations was not always fluent, mainly due to the speed of decisions and short time in which the event was planned and implemented, building a good relationship with the Adams Morgan Partnership BID and the ANC was key. Not only these organizations were supportive during the whole process, but more specifically they were helpful with key aspects in terms of the community outreach, allowing CEM to engage neighbors that participated of the event, and supporting the activity with resources that are highly valued by community in general such as keeping a clean space all the time, e.g. the Adams Morgan Partnership BID facilitated a cleaning team during the whole activity.





Active and vibrant public spaces areas are highly valued by neighbors.

· Using arts and culture to engage communities in civic participation is a powerful tool for strengthen planning processes.

Finally, regarding the general objective of “collecting valuable data draw from community perceptions and opinions about the ongoing changes in Adams Morgan using tools that are *easy-to-use, easy-to-interact*, to build recommendations for OP’s neighborhood plan and DC Cultural Plan”, is it possible to say that:

· **Active and vibrant public spaces areas are highly valued by neighbors.** The data collected confirmed that people are keen on having more and better activities in public spaces, and this can be used to created rich communities among neighborhoods.

Methods for qualitative data collection can be tailored to specific local conditions. CEM offered a proven methodology for qualitative data collection called the ‘Tree of Ideas’. This method was adapted to the specific conditions of Unity Park. Although in terms of the design and exposure of the answered papers of the Tree of Ideas methodology was successful, the banners with the questions exposure and their relation to the act of answering in the papers could have been more “easy-to-interact” for the respondent. Respondents found it difficult to recognize the the banners and the 4 questions to answer. Perhaps this could have been improved by giving a more relevant exposure for the 4 banners towards the park or maybe adding the response papers a stamp specifying the question to be answered. Nevertheless, more than 10% of attendees interacted with the methodology giving valuable data

· **Using arts and culture to engage communities in civic participation is a powerful tool for strengthen planning processes.** The ‘Tree of Ideas’ is no survey, but rather a playful experience. Using colors and creativity, data collection can be fun, not only for city planners but most importantly, for common people. When successfully implemented, tools that are designed to engage and connect with our most basic feelings and sentiments can be rendered as valuable instruments to shape decision making processes from the bottom-up.

To conclude, it is important to highlight that tactical urbanism interventions such as 'Okuplaza Fest DC' and many others from the Crossing the Street grant, are powerful means to activate public spaces. In the specific case of Adams Morgan, the short term action helped to inform that what is changing in Adams Morgan is people. Therefore, changes in how we work and collaborate with people is needed, especially during times when democracy seems to be disconnected or detached from common citizens losing from sight the very basics of community concerns. In that vein, creative placemaking strategies are powerful opportunities to bring back common sense to city planning processes. Interventions such 'Okuplaza Fest DC' are good examples of cases where things can be done in a different fashion, but it is important not to take for granted the Light Quick and Cheap approach (LQC). For this methods to succeed in the long run, new ways of facing city planning are needed, and Crossing the Street grant is a good example of how to shape the path towards doing things different, putting people in the center of decision making by bringing arts and culture in the core of city planning.

Tactical urbanism interventions such as 'Okuplaza Fest DC', are powerful means to activate public spaces.

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# Ciudad Emergente

*Okuplaza Fest D.C.*

July - November 2016

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