

The *Urban Alchemy* Workbook: A Reading Group Companion

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<http://www.dnainfo.com/new-york/20150706/washington-heights/gentrification-sale-at-uptown-diner-offers-single-french-fry-for-899>

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Introduction

This workbook was created students in the fall 2013 seminar of Emerging Issues, taught by Dr. Mindy Thompson Fullilove and Dr. Robert Fullilove. Our assignment was to read Dr. Mindy Fullilove's new book, *Urban Alchemy: Restoring Joy in America's Sorted-Out Cities*, and create a reader's guide.

Urban Alchemy rests on the premise that, over the past 100 years, cities in the United States have been repeatedly sorted by race and class. This process has caused deep injuries to the nation's urban ecosystem. Eva-Marie Simms described the collapse of community that this caused in Pittsburgh's Hill District, and found that people moved from feelings of safety to feelings of "unexpectancy" – not knowing what would happen next.

People in the path of this destruction have fought hard to restore safe homes and strong neighborhoods. In the course of that work they have developed methods for repairing the urban ecosystem that all of us can use. In the course of travels to many cities in the United States and France, Dr. Mindy Fullilove learned many stories about the work people were doing to make healthy cities. From those stories she identified the "elements of urban restoration," which are the heart of this book.

These tools can be used in cities and towns and villages that have suffered from disinvestment and upheaval. As students at Columbia University Mailman School of Public Health, we created this workbook to help groups of people understand these tools and how to use them.

Our public health coursework has demonstrated the ways in which the disruption of community can contribute to health problems of all kinds. Public health has known for a long time that infectious diseases spread when there is upheaval. Recent research has made it clear that upheaval causes stress and ruptures social networks. Each of these processes increases illness and shortens life expectancy. On the other hand, stable communities accumulate social capital as well as a sense of their own collective efficacy and these are key tools for promoting public health. *Urban Alchemy* shows us how we can prevent the harms of upheaval and rebuild the essential social foundation so that all communities can be healthy.

When our group read the book, we had lots of questions and confusion. Our professors, Dr. Mindy Fullilove, author of *Urban Alchemy*, and Dr. Robert Fullilove, a collaborator in much of the research on which the book was based, answered our questions. We thought you might have some of the same questions we did, so we used that experience to organize these lessons. We also used our public health experience and training to write this workbook.

Our plan was that groups of people would organize reading groups and go through the elements of urban restoration while looking around at their own place and thinking about what needs to be done. We encourage you to share walks, photographs and questions with one another. We are sure that you will finish our workbook with many ideas for making your city, town or village the best that it can be.

Part I: The Madness of the Sorted-Out City

From Injury to Repair

In some cities, disconnected space and the separation of people along racial, ethnic, and class lines are so ingrained in our understanding of place, that it might be hard to fathom that separation and segregation, as it exists today, were not always present in our cities. This disconnect and separation is a direct result of the “sorting-out of the city,” a process which aims to push people into increasingly homogeneous spaces. The sorting process is not something that happens overnight, nor is it a process that has a natural end. Rather, sorting occurs gradually as a result of changing governmental policies and shifts in industries which continually relocate people into areas that become increasingly distinct from one another as sorting continues. The outcomes of sorting-out cities are the physical, social, and ideological distance between different groups of people, and the creation of certain spaces where wealth and resources congregate and other spaces where poverty and disadvantage accumulate.

Dr. Mindy Fullilove portrays a neighborhood that experienced the sorting process in Chapter Two of *Urban Alchemy* when she describes “the Hill” in Pittsburgh, PA (please refer to “From safety to unexpectancy,” p. 45-55). As the Great Migration started during World War I, the Hill became a key community for migrants to settle. The newcomers developed social, political and cultural institutions that flourished in the teeth of segregation. By the end of the 1930s, the process of sorting began with the institution of “redlining.” Redlining is a term used to describe a federal program whose role was determining a neighborhood’s “risk” and “value”, based on the age of buildings and the presence of non-white people. Dr. Fullilove describes the process in *Urban Alchemy*:

The rating forms were used to color the neighborhoods, indicating how desirable they were for loans or insurance. Neighborhoods rated “A” were colored green, and those rated “D” were colored red, giving rise to the term “redlining”. The maps were made as the world lurched toward World War II and genocide. They firmly linked the era’s racial discrimination to national banking policy, and they steered money away from the Hill and other neighborhoods that were home to people of color. (p. 47)

The Hill’s sorting continued in the 1950s as urban renewal demolished buildings and homes in the neighborhood, creating both displaced people and spaces absent of utility. In the 1980s, the rapid deindustrialization left many unemployed and without economic stability or opportunities. Sorting in the Hill resulted in a disorganized community that suffered because of chronic unemployment, the presence of drugs and violence, and the mass criminalization of residents.

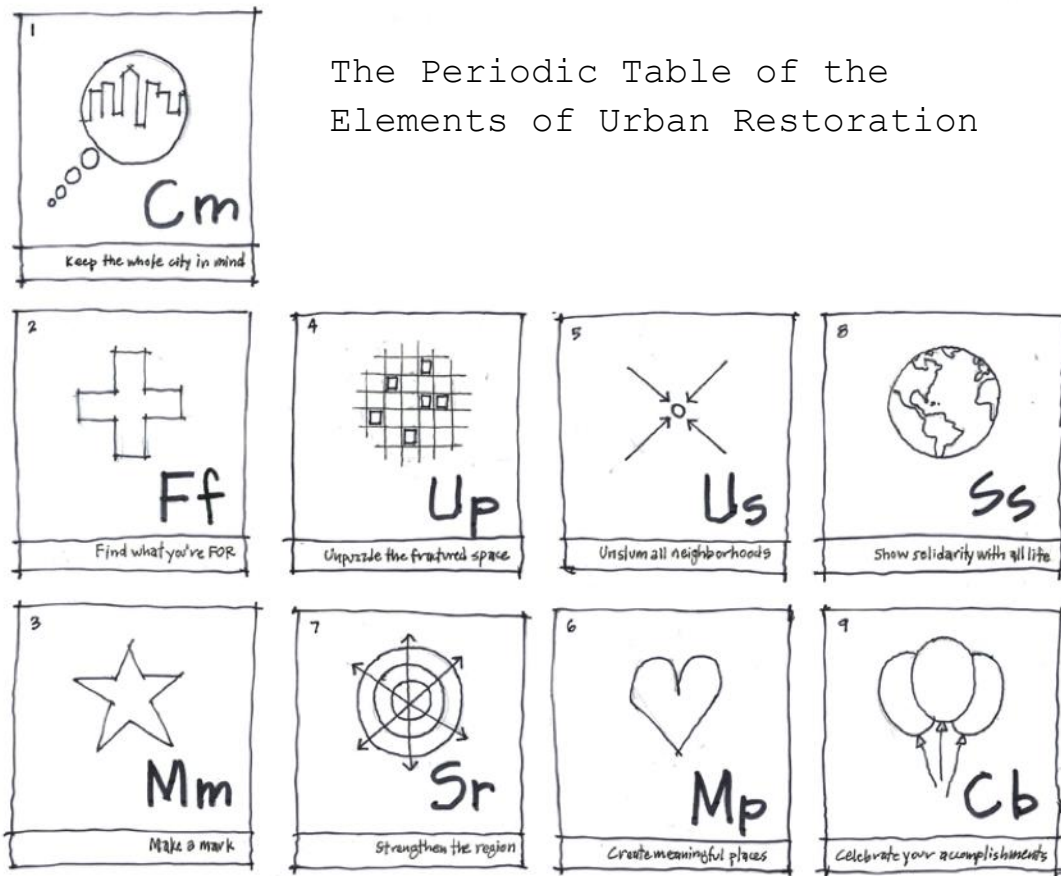
During the sorting-out of Pittsburgh, including the Hill neighborhood, people struggled with the challenges of danger, poverty, and segregation, and the resulting in feelings of disempowerment. They also held on to hopefulness and determination to restore their neighborhood to its vitality. A mural in the Hill exemplifies this determination with its exclamation: “Don’t ever give up!” Through the process of urban restoration, the Hill and other communities can rebuild and recover, becoming the city they want to see.

The Periodic Table of the Elements of Urban Restoration

Urban Alchemy starts with a version of the alchemist's question: How can we make the sorted-out city whole again? Urban alchemy takes a broad array of methods - experimental, spiritual, and philosophical - and arrives at hitherto unimagined answers and powerful results. Like Alchemy, urban alchemy is a search for rules. This search for rules is a place of intervention and exploration necessary to power through transformation. In furthering this quest, I am proposing nine elements of urban restoration and the key rules for how they are to be considered.

Dr. Mindy Fullilove, M.D., *Urban Alchemy*, (p. 34)

In *Urban Alchemy*, Dr. Mindy Fullilove proposes a “periodic table of the elements of urban restoration.” This periodic table presents a set of building blocks that are essential to draw upon in the quest to restore the sorted out city. The periodic table consists of nine elements, each element representing its own principle, but operating in conjunction with the other elements to either *align* our ideas with one another, *create* the city we want to see, or *connect* us to one another. Ultimately, when we align our ideas, create the city we want, and connect ourselves to others, we restore the sorted-out city.



Homework:

1. Read Chapter 3 - Element 1: Keep the Whole City in Mind.

Part II: Align

The three elements that align our ideas with one another are: *keep the whole city in mind*, *find what we're FOR*, and *make a mark*. *Keeping the whole city in mind* forces us to think outside of just our "community" or "neighborhood," as we are often accustomed to doing, and asks us to consider the city as a whole rather than its separate parts. *Finding what we're FOR* involves understanding what we stand for, rather than focusing on what we are against. Acknowledging the values that we stand for will help us develop a clear action plan for what we want to accomplish. In *making a mark*, we signify our values to others in a powerful way that can help actualize our programmatic goals.

Ongoing Align Activity:

Boundaries divide our city and the people that live within our city. To break down these boundaries we need to explore what is on the other side of the boundary and connect with the individuals that live on the other side.

1. Choose a boundary in your city that separates space and disconnects individuals. Identify from which side of the boundary you come, and then pair up with an individual who identifies as being from the opposite side of that boundary.
2. Go out with this partner and explore his/her side of the boundary through a photo scavenger hunt. Pay attention to your own prejudice and fear. Ask yourself how the history and creation of this boundary makes you feel different from the people and the spaces on the other side of the boundary.
3. Take your partner to your side of the boundary. Help your partner explore the unique, and the everyday, parts of your space. Help your partner confront his/her prejudices and fear.
4. Afterwards, discuss with your partner how and where he/she felt like an outsider and an insider. Compare your partner's responses to your own.
5. Contemplate with your partner how two people from the same city can have such different experiences because of a single boundary within the city.
6. How has this activity changed your understanding of the boundaries in your city and the city as whole?
7. Bring the pictures back to the group to be used for future exercises for other elements.



Element 1

Keep the Whole City in Mind

Main Points:

- Understanding that the separation caused by sorting is blinding.
- Facing the complexity of the whole city so we can restore it.

Summary:

To restore our sorted-out cities we must keep the whole city in mind. This can be difficult due to our sense of belonging to communities and neighborhoods rather than the city. We often feel different from the other communities and neighborhoods in our city. In the sorted-out city we are not only separated by physical boundaries but also by ideological differences. We must locate our neighborhoods and communities within the larger city and use our memory, reason, and imagination to show us how the complexity of the city connects us all to the whole city.

Key Words	Key Ideas
City Community Reintegration Boundaries	Urban Restoration Memory, Reason, Imagination Sorting Complexity of the City

Let us Build Consensus:

Discuss the following questions with your group members:

- How do you define City?
- How do you define Community?
- What is the relationship between city and community?
- How do city and community complement each other?

Story: The Berlin Wall: A story of how boundaries can separate a city

At the end of World War II, the country of Germany was divided into two sections. In 1949 the western side of Germany became the Federal Republic of Germany and the eastern side became the German Democratic Republic. The city of Berlin was located in the eastern side and was the capital of the German Democratic Republic. During this division Berlin was split into two halves and one half was given to the West and the other half to the East. This division was noticeable in culture, economics, and social organization. The western side of Germany had more money and more job opportunities and the eastern side had lower costs. In order to earn higher wages, those living in the eastern side would travel west, across the division, for work. East Germany did not want its residents traveling to the western side of Germany because of the Cold War.

In 1961, East Germany erected a wall that separated East and West Berlin. The Berlin Wall completely divided the two sections of the city and kept East and West Germans from migrating to the other side. One man who lived in Berlin at that time reflected on how painful this separation was:

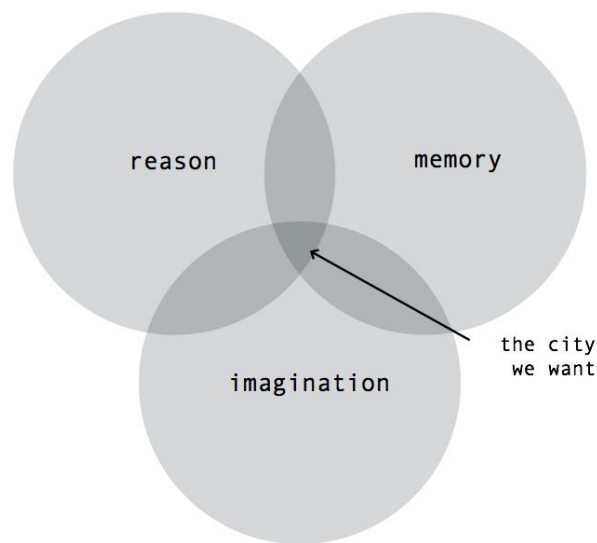
The Wall was for me the concrete symbol of the separation from my parents. They were on the other side of the Wall, the symbol of hatred, and therefore I was very lonely in Berlin in the years following the building of the Wall. The support and caring of my parents was suddenly gone. I

developed sleep disturbances and heartache as a result, as the doctor could not find any organic cause for these symptoms. (Man who lived in Germany during the construction of the Berlin Wall)

The Berlin Wall remained an intact, dividing boundary in Germany for twenty-eight years. During this time, people on both sides learned how to live with the Wall and the two sides evolved into very different nations. West Germany became a capitalist nation and East Germany became a socialist state. In 1989, when the Berlin Wall was suddenly torn down, these two different nations were reintroduced, and so began a process of rebuilding Berlin into one undivided city. The rebuilding of Berlin favored the western values, ideals, and ways of living because the West had “won” the Cold War. The easterners were made to integrate into the west and forget their eastern identities, but the westerners were not made to change or compromise their identities during this transition. The city and its people remained divided even after the Berlin Wall was destroyed because there was not sufficient reintegration of the previously divided eastern and western communities. In Berlin, the division of the city has become internalized in its citizens, which keeps its citizens within the boundaries of their smaller communities. The citizens don’t see Berlin as one city – they see the piece of the city to which they belong as separate from the other pieces. Ultimately this keeps the city from reconnecting and being whole. The Wall continues to exist through people’s memories and through the division of western and eastern identities: “The Wall will never be gone...”

Exercise:

Let us focus on the boundaries that separate spaces and people in our city. Let us draw upon memory to understand why this boundary exists, let us use reason to understand how this boundary is maintained, and let us use our imagination to see the city without the boundary. By using memory, reason, and imagination we are able to see the city we want.



1. Choose a boundary in your city.

2. Memory.

- Think about how and when this boundary came to divide spaces and individuals in the city.
- Who was involved in promoting this boundary and the disconnect of the city?

3. Reason.

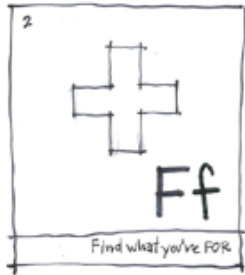
- How is this boundary maintained?
- Who decides to maintain the boundary?
- How does this boundary lead to individuals purposefully isolating themselves from others?

4. Imagination.

- Imagine your community without this boundary.
- If this boundary didn’t exist, how would your community be different?
- Can we use this boundary to make individuals feel more connected to the city as a whole?

Homework:

1. Read Chapter 4 - Element 2: Find What You’re For



Element 2 Find What You're For

Main Points:

- Including everyone.
- Addressing the sorted-out city.
- Using the art and science of urbanism for restoration.

Summary: You create programs based on your values. They help you choose what to work on first. Make sure everyone impacted by the sorting-out process is part of designing your program so that all concerns are heard. Keep in mind that your program must address the repair of the sorted-out city, as not addressing this could fuel the current conditions of separation and inequality. Through this process, you will create a collective voice and mission, and you can use the tools of urbanism to help restore the city.

Key Words	Key Ideas
Program Values Platform System	Unequal Investment Spatial Homogeneity Serial Displacement of People Social Disintegration

Let Us Build Consensus:

Discuss the following questions with your group members:

- How do you define values?
- How do you define programs?
- How do your values inform your program?
- How do you set priorities?

Story: Learning What We're FOR: Education in Orange, NJ

Even though the New Day Platform had many different parts, much of Ernie's work focused on education. In response to this observation, Ernie explained to Mindy,

I knew from my work with the union, that manufacturing was in rapid decline. What were the unskilled workers going to do for jobs? They would have to have skills. That required much more education than they were getting in the Orange school system. I realized that, without education, they were doomed to die: inadequate education was a policy of genocide. I focused on that part of our program and we made great progress. We were one of the first cities in the nation to start a Head Start program, and we made many other innovations in teaching and learning. We fought for the new high school—the powers that be were not going to build that school and we would have lost our accreditation, further dooming our children. When you work in a programmatic way, it is a means of focusing your attention and your energy towards the goals that you think are most important.

From Urban Alchemy, p. 101

Exercise: Why do you wake up in the morning?

1. **Figure 4.1 is the New Day Platform (pgs 102-103).** Developed by Ernest Thompson for a 1958 citywide campaign in Orange, NJ, the Platform articulates what Alexander campaigned for.

- What systems (like water and education) and values (like justice and representation) does the New Day Platform address?

2. **Making Connections:** Like our body's systems, city systems do not work in isolation.

- On separate pieces of paper, write down each system that is important to the members of your group.
- Pick two at random and discuss how they relate to one another.
- Alternatively, have each member of your group choose one system that is very important to them. Pair members and have them discuss how their interests relate.

3. **Write a collective platform for your group.**

- What systems do you care about in your city? Are there systems that your photos and the New Day Platform do not address that you would want to include in your own platform?
- To which systems might you give priority in your program?

Homework:

1. Read Chapter 5 - Element 3: Make a Mark.



Element 3 Make a Mark

Main Points:

- Creating signs helps people to interact with the spaces around them.
- Using signs to indicate that a place is important— for a variety of reasons.
- Putting signs in place to begin of the change we need to make to fix the broken city.
- Signing to shift movement from going *through* to going *to*.
- Placing the mark in the right spot.
- Bridging to the future.

Summary:

Marks are important. They can change a broken city so that a place that outsiders *move through* becomes a place that they feel comfortable to go *to*. People who move *through* a place may be thought of as enemies because of the way the city has been divided. People who go *to* a place may be thought of as guests who are honored and respected. As a result, a mark can be a symbol of welcome. It represents a shared idea for anyone who cares to go *to*.

Marks have power. When you know what mark to make and where to make the mark, you can shift the world— by easing grief, exciting the visitor, or relaxing those who pass by. The shift happens because things actually change as a result of the mark.

Marks can open a path to the future. The path to the future is full of exploration and invention, a willingness to learn, and places where ideas meet and clash with the hope of resolution. Marks offer many possible directions; it is up to you to decide which might be best to follow. The path you choose helps to create the future towards which a mark may point.

Key Words	Key Ideas
Marks Signs Redevelopment Le gout (taste)	Going through Going to Giving a place importance Urban Renewal

Let Us Build Consensus:

Discuss the following question with your group members:

- What is/isn't a mark? Return to this question once you've done the following exercise.

Story: Making Marks Throughout History

Read the following stories and consider these questions:

- What is the mark?
- What is the program of the people who made it?
- How does the mark express their program?
- What values and beliefs are in play?

Raising the Flag on Iwo Jima

Raising the Flag on Iwo Jima is an historic photograph taken on February 23, 1945, by [Joe Rosenthal](#). It shows five [United States Marines](#) and a [United States Navy corpsman](#) raising an [American flag](#) atop [Mount Suribachi](#) during the [Battle of Iwo Jima](#) in World War II. The photograph is extremely popular, and has been reprinted in thousands of publications. Later, it became the only photograph to win the [Pulitzer Prize for Photography](#) in the same year as its publication, and came to be known in the United States as one of the most significant and recognizable images of the war, and possibly the most reproduced photograph of all time. The image was later used by Marine [Felix de Weldon](#) to sculpt the 1954 [Marine Corps War Memorial](#), located next to [Arlington National Cemetery](#) just outside [Washington, D.C.](#) The photograph has become a lasting image of bravery and heroism. (see the Wikipedia entry at https://en.wikipedia.org/wiki/Raising_the_Flag_on_Iwo_Jima)



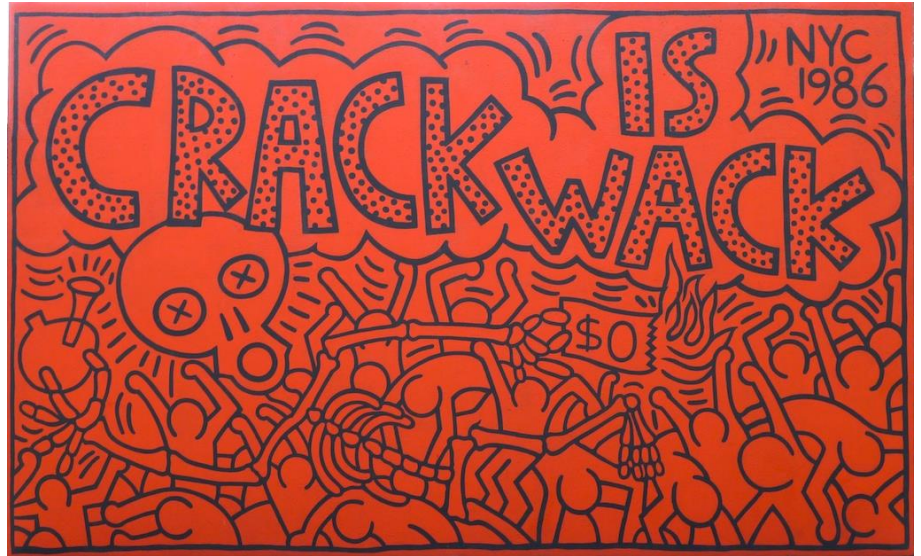
1968 Olympics Black Power Salute



The 1968 Olympics Black Power salute was an act of protest by the [African-American](#) athletes [Tommie Smith](#) and [John Carlos](#) during their medal ceremony at the [1968 Summer Olympics](#) in the [Olympic Stadium](#) in [Mexico City](#). As they turned to face their flags and hear the national anthem, they each [raised a black-gloved fist](#) and kept them raised until the anthem had finished. Smith, Carlos and Australian silver medalist [Peter Norman](#) all wore [human rights](#) badges on their jackets. In his autobiography, *Silent Gesture*, Tommie Smith stated that the gesture was not a "[Black Power](#)" salute, but a "human rights salute". The event is regarded as one of the most overtly political statements in the history of the modern [Olympic Games](#). (see the Wikipedia entry at https://en.wikipedia.org/wiki/1968_Olympics_Black_Power_salute)

Crack is Wack

The Crack is Wack Playground got its name after artist Keith Haring (1958-1990) painted the now-famous Crack Is Wack mural in 1986 on the handball court walls. The mural, done in Haring's signature style of thick black outlines, bright colors and playful, cartoon-like bodies, was painted to send a serious anti-drug message to the community. (see the Wikipedia entry at https://en.wikipedia.org/wiki/Keith_Haring and information about the "Crack is Wack" Playground at <http://www.nycgovparks.org/parks/crack-is-wack-playground/history>)



AIDS Quilt

In June of 1987, a small group of strangers gathered in a San Francisco storefront to document the lives they feared history would neglect. Their goal was to create a memorial for those who had died of AIDS, and to thereby help people understand the devastating impact of the disease. This meeting of devoted friends and lovers served as the foundation of the NAMES Project AIDS Memorial Quilt. Today the quilt is a powerful visual reminder of the AIDS crisis. More than 48,000 individual 3-by-6-foot memorial panels — most commemorating the life of someone who has died of AIDS — have been sewn together by friends, lovers and family members. (see the Wikipedia entry at https://en.wikipedia.org/wiki/NAMES_Project_AIDS_Memorial_Quilt)

Exercise:

1. Look through the pictures you have taken throughout the ongoing *Align* activity. Did you find a mark? If so, talk about why it's meaningful to you.
2. What does the mark say?
3. What is the mark's significance? How does it affect the neighborhood and shift the flow of your community?
4. Based on the New Day Platform you developed for Element 2, create an example of a mark of your own that serves to create progress in your community. What do you hope it would accomplish? How does it help you find what you're for?

Homework:

1. Assign someone to bring a big map of your city.
2. Read Chapter 6 - Element 4: Unpuzzle the Fractured Space

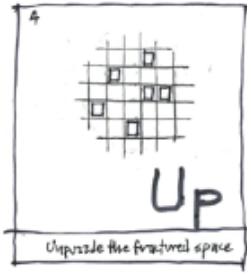
Space to Journal and Reflect on *Align*:

Part III: Create

The four elements that help us create the city we want to see are: *unpuzzle the fractured space*, *unslum all neighborhoods*, *create meaningful places* and *strengthen the region*. The sorting-out of the city has left us with spaces that are disconnected physically and socially from one another, and *unpuzzling the fractured space* is a process that helps us move more freely through spaces and allows us to know each other. The act of *unslumming all neighborhoods* involves investing energy, time, and love in our neighborhoods to make them places people want to stay. *Creating meaningful places* is a process of finding meaning and value in the places where we live, work, and play, even if the places have been neglected and disrespected. Not only are our cities undermined by the sorting-out process, but also the functioning of the larger regions that surrounds our cities are affected. In *strengthening the region*, we repair the damage done to the region and the city by the sorting-out process.

Ongoing Create Activity

1. Go out into your neighborhood, your community, and your city
2. Look for puzzles and fractured spaces. Take pictures of these puzzles.
3. Think of ways to unpuzzle these spaces.
4. Do you see any existing structures, man-made or natural resources, or individuals that instilling beauty and meaning that could help unpuzzle these spaces? Take pictures of these structures, resources, and people.
5. Imagine the additional resources that are necessary to unpuzzle these spaces. Can you alter your perspective to view the space with “new eyes” to find them?



Element 4 Unpuzzle the Fractured Space

Main Points:

- Opening the perspective so that we can see.
- Opening connections so that we can move freely.
- Sharing resources so that we can have equity.

Summary:

Boundaries can divide our city and the people of city. Using perspective in design plans can reconnect neighborhoods to the city. Opening connections allow people to move freely between neighborhoods. Safe and free movement help to combat segregation and promote equity as neighborhoods share resources.

Key Words	Key Ideas
Puzzle Connection Equity Allure	Fractured space Ambassador of the city Unpuzzling Opening perspective

Let us Build Consensus:

Discuss the following questions with your group members:

- What is meant by fractured space?
- Are there other kinds of fractures?
- What is meant by unpuzzling?
- Define perspective.

Story: Free from the Endless Circle

In the 1950s, East Liberty, a culturally diverse neighborhood of Pittsburgh, Pennsylvania, was a vibrant and thriving community. By the 1960s, many residents moved to the suburbs in hopes of escaping the congested streets, overcrowded downtown area, and scarce parking. In an attempt to stop the divergence of business to the burgeoning suburbs, community officials and urban planners invested a great deal of time and money to renovate the once bustling shopping district. Part of the project included the creation of Penn Circle, a one-way traffic loop that encircled the perimeter of downtown, creating an outdoor pedestrian mall with several surrounded by parking lots. This massive reconstruction required the demolition of many housing buildings and small shops; it was a huge failure. At the heart of the disaster was the fact that Penn Circle was extremely difficult to navigate, leading people to drive aimlessly in circles and eventually away from the shopping center. It was clear that getting rid of Penn Circle was essential, but the path to restoration was not evident.

In 2002, Rothschild Doyno Architects decided to take on the challenge. The firm worked alongside community leaders, developers, citizens, and government groups to better understand the issues surrounding Penn Circle and find solutions to “unpuzzling this treasure map.” The overall goal was to breakdown the boundaries and reestablish connections between the residents and the center. Ken Doyno, a principal of the firm, believed that, prior to finding design solutions to the city’s infrastructure, it was essential to understand its people and history. What were their “issues, desires, peculiarities?” What

had they been? How were they remembered? What might they be?” These principles helped to clarify how the parts of the space could be reconnected.

Exercise: *Perspective, Connections, Equity*

Boundaries can divide our city and the people that live within our city. In *Keeping the Whole City In Mind*, we used our memory, reason, and imagination to understand why these boundaries exist, how they are maintained and what would a city look like if these boundaries did not exist. In this element, let us focus on plans that can help restore the connection between the people and the space. Use a map of your city to complete this exercise.

1. **Perspective**

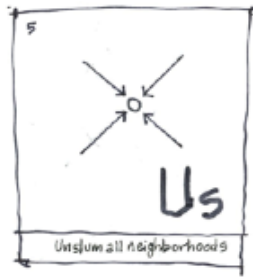
- When we have perspective, we have a long view. Sometimes perspective is found in unexpected places. Can you think of a place in your city like that?

2. **Create Connection, Openness and Beauty**

- Think the boundary that you and a partner explored in the Align exercise. Did any parts of the boundary puzzle you? What might be done to make the connections clearer and more welcoming?

Homework:

1. Read Chapter 7 - Element 5: Unslum All Neighborhoods



Element 5 Unslum All Neighborhoods

Main points:

- Acknowledging the pain of unexpectancy
- Reknitting weak ties
- Investing in the places where we want to stay

Summary:

A slum is a place people want to leave. When we unslum, we decide to stay and begin to make investments to improve our place. Increasing and strengthening interactions in public spaces, known as weak ties, is important to unslumming. At the heart of this is the investment of time and love to a place. Encouraging public life and enhancing sidewalk safety are very important to the process. Examples include: putting out the garbage; taking care of someone who has an accident in the street; looking after neighborhood kids; picking up trash; cleaning up a damaged tree. Acknowledging the fear of danger and violence helps us to remember this is *not* the way we should have to live. Connection is how we make the city.

Key Words	Key Ideas
Investment Disinvestment Slum Unslumming	Line of Demarcation Path Dependence Bright Spots Weak ties

Let us Build Consensus:

Discuss the following questions with your group members:

- How do you define unslumming?
- How do you define community investment?
- Why is sidewalk safety important to unslumming and investment?

Story: Random Acts of Kindness

Jane Jacobs in *The Death and Life of Great American Cities*, wrote, "Lowly, unpurposeful and random as they appear, sidewalk contacts are the small change from which a city's wealth of public life may grow" (1991, p. 71). In the Washington Heights-Inwood neighborhood in New York City, as in many US neighborhoods, people slowly won back the public space after the terrible violence epidemic of the 1980s. The arrival of a coffee cart on the corner of 168th and Amsterdam Avenue transformed the street. Martin, a Dominican man interested in having his own business, set up his cart on the corner and prospered. He tamed the area, keeping an eye on all the people and telling those who got out of line that they needed to behave. His friends would stop by and chat with him, so there was usually a crowd of strong men around his cart. Though no one had a friendlier smile or kinder manner, there was no doubt that he could enforce peace on the streets. Martin knew all of his customers and prepared your coffee before you even asked. (*Urban Alchemy*, p. 173)

Exercise:**1. Please discuss Martin's story.**

- What are your impressions of how small acts make big differences?
- Think about what you see when you walk around your neighborhood or city.
- Do you see evidence of small acts?

2. We engage in many public acts that strengthen our communities without realizing so.

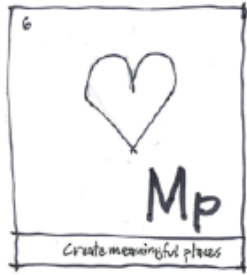
- Make a list of some small acts you do.
- Discuss other small acts you could do to strengthen your block and neighborhood.

3. Planning to stay can be a very transforming experience.

- As a group, explore what is it about your neighborhood that drew you there.
- What can you all add to this place to keep you there?

Homework:

1. Read Chapter 8 - Element 6: Create Meaningful Places



Element 6 Make Meaningful Places

Main Points

- Starting with memory;
- Restoring the center, the edges, and the connections;
- Respecting the many levels of place; and
- Doing all that with style

Summary:

Restoration of the fractured city lies in the transformation of the non-place into a meaningful place. Restoring the center, the edges, and the connections of a city can require a remaking of spaces through careful design that also creates freedom to come and go. All this should be done with respect to the many levels of place that nest inside and are dependent on one another—the block, the neighborhood, the city, and the international. Meaningful spaces can anchor us, provide comfort, and provide a sense of belonging while creating connection to the larger neighborhood and the whole city by becoming embedded in the flow of people to and from various places. Finally, to do this with style means to honor the truth, avoid harm, and do good.

Key Words	Key Ideas
Collaboration Sociopetal Sociofugal Non-Place	Meaningful Places Respecting all Levels Restoration via Connection Doing it with Style

Let us Build Consensus:

Discuss the following questions with your group members:

- How do you define a meaningful place?
- How do we respect all levels of a city?
- What does it mean to restore via a connection?

Story: The Legacy of Jazz

In 1955 a massive urban renewal project was undertaken that eliminated the lower portion of the Hill District, an area that was strongly connected to Downtown Pittsburgh at the time. This renewal effort leveled a large portion of this vibrant community, creating a wasteland between the Hill District and Downtown Pittsburgh and displacing 8,000 residents. The displacement created a disconnect between the former residents and their community. Isolating the Hill District from Downtown brought decades of social decline in the community and a loss of the population. It also stymied the growth of downtown.

Dan Rothschild and Ken Doyno of Rothschild Doyno Collaborative worked on the design of a senior housing building along the main corridor in the Hill district. They saw this project as “restoring hope and giving a gift to the community, interventions that challenged the demoralization and stigmatization of urban renewal by holding up the area’s proud history” (*Urban Alchemy*, p. 216). They accomplished this by installing stone panels with names of jazz greats, pulled bricks on one section to make the song “Just the two of us,” and creating a visual link to the neighborhood’s first synagogue by mirroring the red and gold brick patterning on the synagogue with red and gold stripes on the building, thereby honoring the

multicultural heritage and history of the Hill community. Through the building design Ken Doyno and Dan Rothschild were able to create a connection with the people in the area, a initiate a dialogue with the surroundings, and to pay homage to the memory and history of the neighborhood.

Exercise:

1. Think of a space that has a history or memory that is meaningful to you. Take out a piece of paper and draw this space. What made it meaningful [history, beauty, safety]? Compare and contrast your meaningful space with the person next to you.
2. As a group decide on a place that's meaningful but could be beautified. This is a place that may bother us or make us uncomfortable. Pull out photographs or materials that have been collected over the past weeks. How is this place meaningful? How could this space be more meaningful? Perhaps pull out a piece of butcher paper to help the group re-imagine the space. Draw out what this transformed space would look like.

Homework:

1. Read Chapter 9 - Element 7: Strengthen the Region



Element 7 Strengthen the Region

Main Points:

- Recognizing that every part of the region has a right to be loveable
- Making the vast regional conversation
- Building the city on the city

Summary:

We live in urban areas that have connections between different neighborhoods, communities, and areas. We should see that every part of a city has the right to be loveable. Having a conversation between the different parts of the city takes time and requires the collaboration of many parties. When thinking about the region, we must remember to build the city on the city so that we improve on its existing parts and connect each part of the city to the other. Every area of the city has value and it is important to find what is useful and what is magical about each place.

Key Words	Key Ideas
Pointillism Stakeholders Collaboration Loveable	Design Sketchbooks Vast Regional Conversation Building the City on the City Gain Time with Time

Let us Build Consensus:

Discuss the following questions with your group members:

- Who are stakeholders in your community?
- How do you need to collaborate with many stakeholders?
- What makes a place “loveable”?

Story: Finding the love in our communities through collaboration

Banlieues 89: Making the disconnected suburbs of Paris loveable

In the suburbs of Paris -- called *banlieues* – there are high-rise, low-income housing structures that are often disconnected from the center of the city. These buildings usually house working-class people and immigrants that came from former colonies of France. The disconnection between the Banlieues and Paris creates a separation of people based on differences of class and race, and a history of colonization. In 1985, French urbanist Michel Cantal-Dupart and his colleagues developed a five-year project that focused on beautifying these neighborhoods and connecting the *banlieues* to Paris.

Cantal believes that all places are loveable and deserve to be valued. However, having the suburbs disconnected from Paris did not allow everyone in the city to see the value of the *banlieues*. He thought that connecting the *banlieues* to Paris would help people to recognize the beauty and importance of these neighborhoods. Cantal believes the reason why places are undervalued is because people don't recognize that these places have something to offer. To highlight the value of the *banlieues*, Cantal used various different techniques to show how and why the *banlieues* were loveable. He also engaged people from many different levels of the communities and city to help. Finally, he chose to build on, and add to,

the *banlieues* rather than building out and expanding further away from these neighborhoods and from Paris.

EXERCISE:

For this exercise, use a photo that you've taken in your city that shows a space that is "un-loved":

1. How could you transform this un-loved space to a "loveable" space?
 - Draw what the "un-loved" space would look like if it was "loved".
 - Ask yourself: How is this drawing different from the photo of the un-loved space?
2. Discuss with a partner:
 - What is the difference between an un-loved and a loveable space?
 - What does it take to make an un-loved place into a loveable place?
3. Using your "un-loved" place from your photo:
 - Identify the key stakeholders that would be involved in making this place loveable.
 - What are the potential concerns of these stakeholders?
 - What are the potential contributions of these stakeholders?
4. Make a mini-Design Sketchbook by mapping out all of these stakeholders, concerns, and contributions on a piece of paper.

Homework:

1. Read Chapter 10 - Element 8: Show Solidarity with All Life

Space to Journal and Reflect on *Create*:

Part IV: Connect

The two elements that connect us to one another are: *show solidarity with all life*, and *celebrate our accomplishments*. *Showing solidarity with all life* allows us to live harmoniously with our entire ecosystem to ensure our survival. *Celebrating our accomplishments* is especially important as the sorted-out city can often leave us feeling disempowered and demoralized. For this reason, it is important to recognize and emphasize all the work we do in the process of urban restoration.

This workbook includes a chapter for each of the nine elements. Each chapter contains the main points highlighted in the corresponding chapters of *Urban Alchemy*, a summary of the chapter, keywords and key ideas that help us better understand the chapter's main points, a group activity to "build consensus" on definitions of keywords and key ideas, and a story that focuses on these keywords and key ideas. Following the story are various individual and group exercises that allow you and your reading group to engage more with these main points and key ideas, and hopefully expand and shift your perspective on urbanism. Each chapter concludes with homework that will summarize that chapter's points and prepare you for the following chapter. Additionally, space for a journal is made available to give you space for reflection. Some journal spaces are structures with prompts to guide your reflection. Other journal spaces are left completely blank, with the intention that you reflect on whatever is most important to you.

Ongoing *Connect* Activity:

Because the final element is about celebration – and because urbanists should celebrate their accomplishments – we encourage you to decide as a group when you would like to throw a party.

1. Will you celebrate during the next session or another time?
2. If you decide to celebrate during the next session, you will have to plan the party.
3. If you have the party after the next session, you can use the next session to plan the party.
4. In planning for the party, use the exercise found in Element 9: Celebrate Your Accomplishments.



Element 8

Show Solidarity with All Life

Main Points:

- Organize by listening
- Reassembling the fragments
- Weaving society with solidarity

Summary:

Restoring the city rests on promoting solidarity among all people and all communities. A presence and willingness to be in one another's lives must exist. Showing solidarity with all life involves getting residents to organize by listening and building consensus around solidarity.

Key Works	Key Ideas
Listening Organizing Organizer Solidarity	Solidarity within the community Solidarity within the city Insider perspective Outsider perspective

Let us Build Consensus:

Discuss the following questions with your group members:

- How do you define solidarity?
- How do you view solidarity within a your city?
- What are the ways in which a city shows solidarity?

Story: The Telephone as Lifeline

"I would say that every bit of Cantal's work flows from a devotion to creating solidarity. He jokes that he is a Mr. Fix-it of Cities, because he is always mending, patching, repairing, and putting back together. His life's work is to enlarge the frame by which any of us views any of the rest of us. There are a million examples of this, but here's just one.

"Bob got really sick at one point and had to have open-heart surgery. I called Cantal to tell him. There was a brief period— about four days – before the surgery. Cantal called me every day, chatted briefly about the weather and promised to call the next day. When Bob pulled through the surgery in great shape, I got Cantal on the phone and he celebrated with me.

"A few years later, we were at a dinner with friends and I mentioned that he had done this and what a comfort it had been to me at the time. He nodded. 'I had a friend, Bob Guerin. He was a contrabassist and a jazz musician. He was going to come to my fortieth birthday party in 1980, and I had gotten a piano for the occasion. He committed suicide. I had neglected to call him. Since then I've thought that if I can make a phone call to help, I will. I know what it's like to get through it, and then you could help, so I called.'

"That is, for me, the heart of solidarity."

--*Urban Alchemy*, by Mindy Thompson Fullilove, pgs. 272-273

Exercise: Becoming an Organizer

1. Listening Strengthening Exercise

As a community leader, explore ways to strengthen your listening skills.

- Ask a partner to speak for several minutes on a topic they deem important to community. During the exercise, actively listen, but don't speak.
- When your partner finishes, summarize what they said.
- Repeat the process with you speaking and your partner listening.
- Did you learn anything?

2. Perspective and Connections

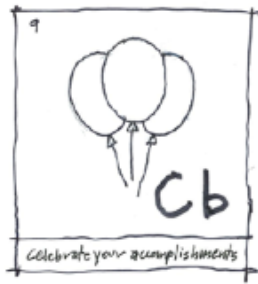
- Share a story with your partner about a fragmented part of the city that you care about.
- Using insider and outsider perspectives, create a vision with your partner on a way to connect the fragmented city. How do the insider and outsider perspectives differ? How do they enhance each other?

3. Examining the city's solidarity

- What are ways your city shows solidarity?
- What are ways your city doesn't show solidarity?

Homework:

1. Read Chapter 11 - Element 9: Celebrate Your Accomplishments



Element 9 Celebrate Your Accomplishments

Main Points:

- Giving parties to make the city
- Seeing the change in ourselves

Summary: First, we should give parties to make the city. We use them to “affirm, make connections that build over time, establish a sense of community, create solidarity, and understand people who are different from us in a different context.” Second, we should take the time to see the change in ourselves. Celebrate your connection to the city and learn how the work we have done to build the city has helped you become the person you want to be.

Key Words	Key Ideas
Arriving Engaging Détente Recap	Re-engaging Going home Making and remaking the city Seeing the change in ourselves

Story: Hiking Highbridge Park: Exploring Our Neighborhood, Connecting Our Community

Hike the Heights is an incredible effort that highlights all of the elements of urban alchemy and is always celebrated with a great potluck party. In this drawing, the CLIMB Giraffe is dreaming of Hike the Heights! Here’s how CLIMB incorporated all the elements in their work, which they celebrate once a year.



- City Life Is Moving Bodies (CLIMB) came out of the Community Research Group (CRG), as CRG saw a need to unify the neighborhoods of Northern Manhattan. By looking at aerial photos of New York City, they recognized that neighborhoods that seemed so separate were not in reality. CLIMB created a trail linking six of the city’s parks to create unity and to **Keep the Whole City in Mind**.
- CLIMB was established in January 2004 and held its first Hike the Heights community event in June 2005. The mission of CLIMB summarizes **What it is FOR**: “to increase the physical, social, and civic activity in the communities of northern Manhattan.”
- They **Made a Mark** with *papier maché* giraffes placed along the trail because the trail resembled the animal as if a child were playing connect the dots.
- This mascot helped to make a statement of unity and was a sign of how CLIMB and their city planning partners **Unpuzzled the Fractured Space**. Together, they connected neighborhoods by creating the trail.
- Because more attention was given to the parks, more resources were given to restore them. This is how CLIMB worked to **Unslum all Neighborhoods**.
- Parks are **Meaningful Places**, and CLIMB helped to recreate and reestablish them as places of meaning, utility and history through honoring them through the Hike the Heights event.

- CLIMB **Strengthened the Region** of northern Manhattan by making connections. Both the trail and the teamwork that is needed to do the work that strengthens the region.
- This teamwork is also a way that CLIMB **Shows Solidarity with All Life**. It works with many different people and organizations on this project and their work also cared for the wildlife in the parks.
- Finally, CLIMB always **Celebrates their Accomplishments** by throwing a big party after each annual Hike the Heights Event.

Exercise: Throw a party

1. Plan your own party to celebrate the work you've accomplished over the past several weeks. Parties are a show of solidarity with each other. While food and fun is a big part of a party, an urbanist's party has important content to them. The six parts of the party are:

- arriving
- engaging
- détente
- reengaging
- going home
- recap

2. As you plan your party, answer the following questions and fill in the chart below:

Component	Questions	Responses
Arriving	Where will the guests arrive? What is the space like? How will the size and atmosphere of the space influence the party's mood?	
Engaging	What will the party's content be? An urbanist's party will have content related to city making. Make sure the content is not too didactic nor too superficial. The content should be joyous and meaningful.	
Détente	An optional part of the party, depending on its length and amount of content. Détente is a time when people encounter each other in a relaxed fashion. This is a transition phase that needs little form and content. What are the transition points in your party, if any?	
Reengaging	An optional part of the party, depending on its length and amount of content. After détente, how and where do people	

	<p>participate? The reengagement should be in a different place with different activities that balance with the previous programming. If the first part was serious, the second will be playful. If there had been talk, it will be followed by food. If you want to plan a more intricate party, what is a good compliment to the first experience of engaging?</p>	
Going Home	<p>How will you managing the parting of your guests? Dismissing your guests in a formal way may counter your efforts as an urbanist to create welcome in the city. Often parties will naturally end as the food, drink or other content run out.</p>	
Recap	<p>After the party, think back on the event. What was good? What could be better next time? Is there anything else you would do differently in the future?</p>	

Space to Journal and Reflect on *Connect*:

Glossary of Terms

Element 1: Keep the Whole City in Mind

City: An entire populated area, made up of various neighborhoods and communities.

Community: A social group that typically shares a common culture, heritage, geographic location, and/or interests.

Reintegration: The process of restructuring a city, in which spaces, buildings, and people are reconnected and not isolated from one another.

Boundaries: Natural or man-made formations that create divisions between different parts of the city and between people.

Urban Restoration: Reviving a city as a whole by restoring the beauty in parts of the city that have been overlooked. This process includes community collaboration to identify and solve problems that are truly important to the city and its inhabitants.

Memory: Remembering that the city is constantly changing, and that most parts of the city have been reshaped and restructured by people and policies overtime to become what they are today.

Reason: Understanding how cities are shaped and reshaped, specifically, how people and policies contribute to this structuring and restructuring. Understanding why cities contain boundaries and who and what benefits from these divisions.

Imagination: Changing our perspective in order to conceptualize how the city could be changed to better integrates all parts of the city and to restore value in our city.

Sorting: The dividing of the city into separate spaces that creates boundaries between people that become internalized and normalized.

Complexity of the City: A concept that highlights how all the different parts of the city are interconnected and influence each other. This complexity should how things like water, food, light air, living creatures, roads, buildings, dams, education, transportation and disease all are involved in structuring the city.

Element 2: Find What You're FOR

Program: A plan of action that tries to accomplish various goals, driven by a specific mission and set of values to realize a vision.

Values: Actions or beliefs that a person identifies as being important enough to guide their actions.

Platform: A list of priorities or actions that an individual or group supports.

System: A group of elements that work together toward a specific task. There may be many different systems within an entity. For example, your heart, veins and arteries make up your circulatory system, and your circulatory, digestive, and immune systems are all parts of your body. Garbage collection, street cleaning, recycling efforts, and landfills are some elements of the waste management system, and waste management, power, and education are just a few of the many systems of the city.

Unequal Investment: Differential investment to places based on the status of residents that leads to different outcomes in infrastructure and social organization.

Spatial Homogeneity: A result of sorting characterized by people living and working in areas according to class/race/sexual orientation/age or other markers.

Serial Displacement of People: Policies that push people out of their neighborhoods and destroy community function and feed inequity.

Social Disintegration: Policies of constant upheaval that break the social ties that help communities function.

Element 3: Make a Mark

Marks: Signs/marks have the ability to restore life and give meaning to a place no matter how big or small. Marks are important, powerful, and can open a path to the future

Signs: Tools that urbanists use to start dialogue between people and their spaces.

Redevelopment: A new development on land that has a history of being used for other reasons by other people.

Le gout (taste): Learning to love, or to have a “taste”, for a thing or place.

Going through: The act of passing through a part of the city just to get to someplace else - not staying to enjoy or participate in that part of the city.

Going to: The act of making a certain part of the city a destination of choice - staying in the part of the city to enjoy what it has to offer.

Giving a place importance: Highlighting the strengths of a place to make it a place people want to “go to” and not just “go through”.

Urban Renewal: Land redevelopment in high-density urban areas through business relocation, building demolition, and the relocation of people.

Element 4: Unpuzzle the Fractured Space

Puzzle: Issues that seems unclear and problematic because we are lacking the needed perspective to see opportunities to resolve the issue at hand.

Equity: Being fair and impartial; promoting justice.

Connection: An association that builds relationships.

Appropriation: The act of taking something for one's own use, typically without the owner's permission.

Fractured space: Spaces that are disconnected from one another, and which keeps people separate from one another.

Ambassador of the city: Individuals who know the city well and are able to show visitors all the various areas of the city.

Unpuzzling: A process that involves opening perspectives, opening connections, and sharing resources to build equity.

Opening Perspective: A way of viewing and understanding the sorted-out city that allows all of the pieces of the city fit together.

Element 5: Unslum All Neighborhoods

Investment: devoting time, energy, and resources to a place.

Unexpectancy: The state of people being adjusted to the presence of danger in their daily lives.

Slum: A place where no one wants to stay.

Unslumming: Making a city more important by investing time and love.

Line of Demarcation: Lines and boundaries that separate the spaces that are cared for and those that are not - these can be man-made/physical lines, or boundaries that are unspoken.

Path Dependence: A principle that states that we must go forward from the point we are currently at - we cannot go back and erase the path we have already been down. The path we are on is determined by how we treat one another.

Bright Spots: Spaces in the city that attract people to congregate and which motivate members of the city to keep their eyes on areas that need more help.

Weak ties: The casual connections that serve as links between groups that promote new interpersonal exchanges, shared interests, trust, and solidarity amongst these various groups.

Element 6: Create Meaningful Places

Collaboration: Equity in the space, beauty, grit, hope and well-worn path from confusion to completion.

Sociopetal space: Space that brings people together.

Sociofugal space: Space that throws people apart.

Non-Place: Spaces that are not valued and not recognized as having an important history.

Meaningful Places: Places that we long to have, visit, and make, embedded with memories of an important history.

Respecting the Levels: Paying attention to interventions that should occur at all levels of scale including corners, sidewalks, streets, highways, and rivers.

Restoration via Connection: Clarifying pathways and opening spaces to connect the periphery to the center which restores the area by highlighting the natural, pre-existing beauty.

Doing it with Style: Restoring spaces in a way that is inspired by its history, legacy, and identity.

Element 7: Strengthen the Region

Pointillism: An art technique that uses a complex ordering of points or dots to create images. In urbanism, it refers to focusing on a point in the city to create change in and around that one point.

Stakeholders: A person with an investment or interest in an issue, place, business, or organization.

Collaboration: Working with other groups and individuals to accomplish a goal or complete a project.

Loveable: Affirmation that every place has the right to exist and to be loved.

Design Sketchbooks: A combination of photos, maps, diagrams, tables, and other helpful presentations of ideas and information that together show the complexity of every place, issue, and process. Design Sketchbooks include information on key stakeholders and important dimensions of the issue including economic, social, and physical dimensions.

Vast Regional Conversation: Collaboration, partnership, and discussion of the various owners and key stakeholders that all work and live within a region.

Building the City on the City: This involves focusing on pieces of the city that already exist and revamping and reconstructing those existing spaces. This keeps construction from expanding further away from the city and also helps restore joy and value in these existing spaces.

Gain Time with Time: Restoring the city often takes a lot of time. To help people stay excited about urban changes and to build momentum toward change we need to have events and parties that celebrate the city and keep people interested in change and connectivity.

Element 8: Show Solidarity with All Life

Listening: To pay attention to what someone is really saying by concentrating on words and their meaning.

Organizing: Forming a whole out of many different parts.

Organizers: Important community leaders that lead by listening, have visions of a more just society, and who know how to connect fragmented spaces.

Solidarity: A union that forms between different groups of people based in shared interests and common goals.

Solidarity within the community: Connection amongst stakeholders in the community that is based on shared interests and common goals.

Solidarity within the city: Connection amongst stakeholders across the city that is based on shared interests and common goals

Insider perspective: The way someone sees a place when they know it very well and are very accustomed to the space.

Outsider perspective: The way someone sees a place when they are not familiar with it, and when the functions and operations of the space are not taken for granted.

Element 9: Celebrate Your Accomplishments

Arriving: describes how people travel to a party and something to talk about when they get there; can get the excitement going by getting people out of their daily routine; can be enhanced if people have something to prepare for the party such as a dish or a costume.

Engaging: emphasizes the ways in which we reflect on our city; can be through a ceremony, a visit to a show, a trip to a museum or an exhibition; whatever is used for people to interact with the idea of making the city should involve light moments for people to laugh and enjoy themselves; should have a balance between joy and meaning.

Détente: involves easing tension; a period of loosening or relaxation; can be used as a transition between two parts of a party and can be repeated often; allows time for the guests to interact and encounter each other in a relaxed fashion.

Re-engaging: should be in a different place and involve different activities than the initial engaging.

Going home: the guests should not be dismissed as the goal is to build solidarity and welcome in the city; the guests should not be showered with gifts; the end of a party should follow the natural orders of life allowing guests to drift away with the realization that the parting is temporary- as the city is being made together; this is done well if the guests leave with great satisfaction of the experience and a thirst for more.

Recap: reflection on what took place during the party; lessons learned to guide future parties and make them better to continue to make efforts of making the city stronger.

Making and remaking the city: describes the ongoing process involved in building a city together, adapting to the foreseen and unpredictable circumstances the city is faced with.

Seeing the change in ourselves: you can only learn so much from others; to realize change you need to see it in yourself- truly reflect and make the connection to your own work that was done together with others and with the whole city in mind, but perhaps has a deeper connection on a personal level.

THE DURHAM TOOLKIT

The Durham Toolkit was made by PLAN 801A, Public Health in the Psychiatrist's City 2015, taught by Mindy Thompson Fullilove, MD. This is a class in Pratt Institute's Programs for Sustainable Planning and Development. Within a span of five weeks, the class as a whole took a look at the history of communities in great and evolving cities in America. We consolidated common themes of those communities, as well as our own, and with great thought and consideration, put together the "Durham Toolkit" for your use.

This toolkit demonstrates how history has shaped your city, Durham, as evidenced through maps. It highlights the importance of sharing your personal story with others to find how you are all connected to the city at large. The value of connection is of grave importance when restoring a city.

Cities shape us at different scales and provide us with opportunities where we can best grow and show our strength, but we only have the power to seize these opportunities by believing each other. Acknowledging issues, reaching out to others in the city, and attacking the issues head on is a great way to resolve issues of the past and change your city to your liking. It is everyone's responsibility.

We hope you read through this toolkit with both an understanding of how intangible forces and policies have been and still may be contributing detrimental effects on your everyday life, and the knowledge that you have the power to challenge and overcome those negative forces to create a vibrant, beautiful, and unsorted city.

Here are the tools we created for Durham – they are a model of what could be used in any city to support making the connection between your city and the book, *Urban Alchemy*.

- "Draw Your Durham," created by Levi Johnsen and Tiffani Davis
- "Durham Reads Urban Alchemy" Map, created by Kay Real and Jonathan Sussman
- "Tools to Unsort the City and How to Use Them: a Companion by Urban Alchemy: Part I," created by Beth Gratzner
- "Tools to Unsort the City and How to Use Them: a Companion by Urban Alchemy: Part II," created by Jonathan Halfon
- "The Urban Alchemy Booklet Demographic Maps," created by Inna Branzburg, Yamilee Duroseau and Jonathan Marable
- "The *Urban Alchemy* Handout," created by Dylan Carey, James Cottone, Joseph Lormel & Daniel Paschall