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# PBOT LIVABLE STREETS STRATEGY

## Best Practices Report

January 2017



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## Acronyms

Business Improvement Districts – BID  
Boston Public Works – BPW  
Boston Transportation Department – BTM  
Community Benefit District – CBD  
California Environmental Quality Act – CEQA  
California Vehicle Code – CVC  
Full time equivalent – FTE  
Geographic Information System – GIS  
Los Angeles Department of Transportation – LADOT  
Los Angeles Department of Public Works – LADPW  
Memorandum of Understanding – MOU  
Neighborhood Matching Fund (Seattle) – NMF  
Neighborhood Partnering Program (Austin) – NPP  
New York City – NYC  
New York City Department of Transportation – NYCDOT  
Office of Transportation & Infrastructure Systems (Philadelphia) – OTIS  
Portland Bureau of Transportation – PBOT  
Right-of-way – ROW  
Street Activity Permit Office (NYC) – SAPO  
Seattle Department of Transportation – SDOT  
San Francisco Municipal Transportation Agency – SFMTA  
Technical Advisory Committee – TAC

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# 1 INTRODUCTION

PBOT intends for the Livable Streets Strategy to be flexible enough to appropriately accommodate both known and future innovative community use projects on its streets, while being prescriptive enough that the application and approval processes are consistent and straightforward. In order to learn from the experiences and best practices of other leading placemaking programs around the country, this report presents information on several peer cities' programs, and identifies common and unique features to each. The purpose of the research is to understand the life and limits of livable streets initiatives in other cities in order to recommend strategies for the Livable Streets Strategy.

Results from this research effort are intended to inform the main questions of the Livable Streets study project overall:

First, *what are the activities Portland wants on its streets?*

Placemaking programs are flexible and can allow a diverse array of projects, from community gardens, to new public plazas. This study looks across a range of project types that are both short-term temporary demonstration projects and long-term permitted capital construction projects. The research identifies what project elements and activities are included in the placemaking program in each city, within a variety of transportation and land use contexts. For the most part the review focuses on programs that focus on alterations to the right-of-way, either by changing elements in the right of way or by affecting street connectivity. This choice, as opposed to an event based focus, was made to capture programs that may have periodic events, but are not focused on events as the primary reason for the change.

Second, *how can PBOT open the streets for those activities?*

The Livable Streets Strategy will outline procedures and requirements for the life of a project. This report explores the policy, regulatory, procedural, management, and permitting structures in place to enable peer city's program and governance of activities. These findings will later be compared with PBOT's existing practices to identify gaps in Portland's current enabling policy and regulations.

Finally, *how can PBOT make these activities more accessible for the public and its implementation partners?*

Some communities have targeted their placemaking efforts toward particular geographic or cultural areas, while others work across the community wherever opportunities are identified. There is also opportunity for both city-led and community-led projects to collaborate with unique and non-traditional organizations. This report explores different methods for prioritizing placemaking in the peer city programs, and strategies in place to increase program accessibility for all community members. Finally, partnerships that have been a part of each city program's success are noted.



## 2 PEER CITY PROGRAM OVERVIEW

This section provides an overview of each of the peer placemaking programs in Los Angeles, New York, Seattle, Philadelphia, Austin, Boston, and San Francisco. Peer cities were selected primarily based on the city's success with a livable streets program. Diversity amongst the programs was important to ensure that a variety of topic areas (programming, maintenance and enforcement, partnership, etc.) were covered. Cities with established livable streets programs and activities provide Portland an opportunity to learn from and build on their experiences. Subsequent sections will draw conclusions on the relevant program features, management, and operations for Portland.

### OVERVIEW

#### Los Angeles


Los Angeles' placemaking efforts are decentralized, with the **Great Streets Challenge** being led out of the Department of City Planning with the support of a multi-departmental working group, and **People St** being led through the Los Angeles Department of Transportation (LADOT).

The Great Streets Challenge Grant provides grants of up to \$20,000 for temporary Pop-Up Projects and permanent Build Projects in the public right-of-way. Great Streets assists in facilitating the permit process for accepted projects, if needed, across a number of relevant city agencies. Pop-up grants were used in 2015 to host community events ranging from a weekend-long cultural festival with pop-up protected bike lanes to revamping local storefronts with public seating and parklets to showcase local businesses during CicLAvia open streets event.

The People St Program helps community partners create parklets in on-street parking spaces and develop plazas on underused roadways. Projects require an A-Permit through the LA Department of Public Works, which allows for minor street construction (including streetscape fixtures) in the public right-of-way. The LADOT People St Program Manager acts as a liaison between applicants and the Public Works department to facilitate the permitting process.

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Great Streets Challenge <i>Los Angeles, CA</i>		
Eligible Activities	<b>Pop-Up Projects</b> are temporary demonstration/educational (workshops, festivals, performances and vendors).	
	<b>Build Projects</b> are permanent streetscape improvements.	
Permits required	Varies by project.	
Project locations	Fifteen Great Streets Corridors in 2015; any street in LA eligible to apply in 2016.	
Online material	<a href="#">Great Streets Challenge Guide</a> <a href="#">Great Streets Mapping Tool</a>	
Permitting process	City and technical consultants assist community partners with permitting, design, and outreach/engagement.	
Application Schedule	Annual (applications open Sept. 20, 2016)	


People Street Program <i>Los Angeles, CA</i>		
Eligible Activities	<b>Plazas</b> on underused or redundant roadways with speed limit of 25 mph and area of 2,000 sq. ft. minimum without limiting driveway access.	
	<b>Parklets</b> expand the sidewalk into one or more on-street parking spaces on streets with 25 mph speed limit.	
Permits required	<a href="#">A-Permit</a> from LADPW	
Project locations	<a href="http://peoplest.lacity.org/projects/">http://peoplest.lacity.org/projects/</a>	
Online material	<a href="#">Plaza Manual</a> <a href="#">Parklet Manual</a>	
Permitting process	LADOT and LADPW are in charge of permitting. Projects are permitted for a year with option to renew, based on community interest/initiative.	
Application Schedule	Annual	

Parklet on Spring Street in LA  
Image from LADOT

## New York City

Placemaking activities in New York City's streets occur through several New York City Department of Transportation (NYCDOT) programs and initiatives:


- The **NYC Plaza Program** works with community organizations to create one-day, interim, and permanent plazas on underused streets. Sponsors enter into a maintenance agreement with the city but do not require a separate permit. Events held in the plazas require a Street Activity Permit for Plaza Events from the Office of Citywide Event Coordination and Management's Street Activity Permit Office. Fees and application requirements for Plaza Events depend on the size of the event, plaza level, and location. Installation of banners requires a permit from the DOT Banner Permit Program.
- **CityBench** is a city-led program to install attractive and durable benches citywide, with a focus on transit stops, retail corridors, and areas with high numbers of seniors. Residents can request a bench from the city and permits are not usually required.
- The **Street Seats** program is a community partner-based program to create outdoor curbside public seating for restaurants in parking spaces during warm weather months. Sponsors enter into a maintenance agreement with the city for the duration of the street seat.

NYC DOT Plaza Program New York, NY		
Eligible Activities	One-Day Plazas are single day events.	 <p>Interim Plaza Image from NACTO</p>
	Interim Materials Plazas are installed by DOT with temporary materials ahead of capital construction.	
	Permanent Materials Plazas are permanent extensions of Interim Plazas.	
Permits required	Events require a Street Activity Permit, Banners require DOT Banner Permit	
Project locations	About 75 locations in low-income neighborhoods and neighborhoods with insufficient open space are prioritized.	
Online material	<a href="#">Plaza Program Application Guidelines</a>	
Permitting process	DOT installs plazas/ takes care of permitting – designated activities are codified in <a href="#">rules</a> related to pedestrian plazas.	
Application Schedule	Annual	

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**NYC DOT Street Seats**

*New York, NY*

<b>Eligible Activities</b>	Local partners apply to create a social space on underused streets during warm weather months	 <p>Street Seats in Brownsville, Brooklyn Image from NYC DOT</p>
<b>Permits required</b>	DOT signs off on designs and gives permission notice	
<b>Project locations</b>	Underused streets	
<b>Online material</b>	<a href="#">NYC DOT Street Seats webpage</a> <a href="#">NYC DOT Street Seats Design Guidelines</a>	
<b>Permitting process</b>	DOT led	
<b>Application Schedule</b>	Rolling, but projects are installed in April/May and the process takes about 6 months; essentially due in November.	

**NYC DOT CityBench**


*New York, NY*

<b>Eligible Activities</b>	DOT installs benches in ROW, New Yorkers are encouraged to recommend locations	 <p>A CityBench in NYC Image from WNYC/Kate Hinds</p>
<b>Permits required</b>	Not required	
<b>Project locations</b>	Bus stops, transit centers, retail corridors, health care and municipal facilities and areas with high concentrations of senior citizens are prioritized.	
<b>Online material</b>	<a href="#">CityBench website</a>	
<b>Permitting process</b>	DOT led	
<b>Application Schedule</b>	Rolling acceptance of bench requests	



## NYC DOT Summer and School Play Streets

*New York, NY*

Eligible Activities	A city street is closed to traffic, by a community group, so as to provide a space for school age children to participate in recreational activities in an area where adequate recreational space is not available to them	 <p>PlayStreets at Dream Charter School in East Harlem, N.Y.; Photo Credit: Rose Gelrod downloaded from Center for Active Design</p>
Permits required	Required	
Project locations	Quieter blocks with insufficient play locations	
Online material	<a href="#">Play Streets Website</a>	
Permitting process	Street Activity Permitting Office	
Application Schedule	Summer Play Streets – May 1 School Play Streets – June 1 or Nov. 1	

## Seattle

The Seattle Department of Transportation's Public Space Management Program (part of SDOT's Street Use Division) manages public space and placemaking activities in the right of way. It provides permits for a number of community-initiated programs including Play Streets, Alley Activation projects, Gardening in the Right of Way, curbside rain gardens, block parties, street murals, signal box artwork and other beautification, and festival streets.

The Public Space Management program also encourages city and community partners to build public spaces through the Parklets and Streateries program, Adaptive Streets program, Shoreline Street Ends program, and Park(ing) day events.

Additionally, the Seattle Neighborhoods Department offers Neighborhood Matching Funds for neighborhood improvement, organizing, or projects.

This best practices review focuses on three program types that focus on roadway improvements and that are not currently being done in Portland: Seattle's Adaptive Streets, Play Streets, and Neighborhood Matching Funds programs.

**Adaptive Streets** is a relatively new city led program consisting of two project types: **Pavement to Parks** projects which create public spaces on underutilized streets, and **Tactical Urbanism** low-cost, easy to install mobility and safety projects.

**Play Streets** has the simplest permitting structure. SDOT provides free permits that allow residents to close neighborhood streets to traffic so that kids and neighbors have space to play. Play Streets can be held up to three days per week, for six hours at a time. This provides better predictability to neighbors about when events will happen. Permits are valid for up to six months at a time. Liability insurance is not required, however there is an indemnity agreement included in the permit. SDOT's current understanding is that an incident would be treated like any other incident in the right-of-way.

**Neighborhood Matching Funds** provide funds for improvement, organizing, or projects developed and implemented by community members. There are three tiers: Small Sparks, Small and Simple Projects, and Large Projects Funds.

Figure 2-1 SDOT Public Space Management Neighborhood Program Areas



[Play Streets](#)



[Alley Activation](#)



[Gardening in the Right of Way \(GROW\)](#)



[Curbside Rain Gardens](#)



[Neighborhood Block Parties](#)



[Street Murals](#)




[Signal Box Artwork](#)




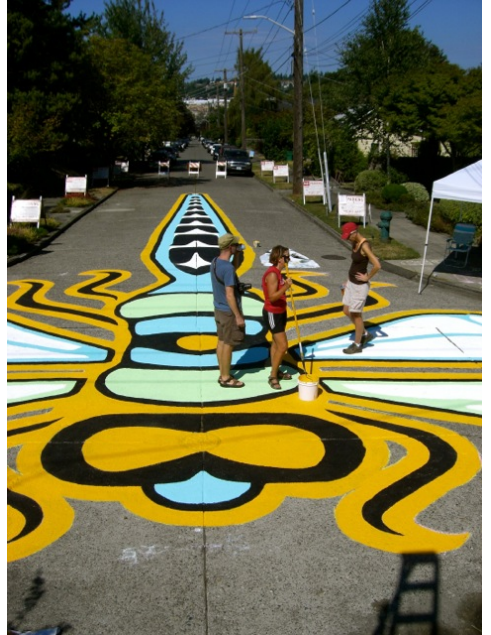
[Pole Banners](#)



[Festival Streets](#)

Adaptive Streets Program Seattle, WA		
Eligible Activities	Pavement to Parks projects create opportunities for public spaces in underutilized roadway space.	 <p>Pavement to Parks project on First Hill in Seattle, WA Image from SDOT</p>
	Tactical Urbanism projects enhance safety and mobility with low-cost, easy-to-install materials.	
Permits required	Adaptive Streets projects are DOT-led and permits are not required	
Project locations	Pavement to Parks projects have been installed in Rainier Vista, First Hill, and Phinney Ridge neighborhoods	
Online material	<a href="#">Adaptive Streets Program Website</a>	
Permitting process	Not required	
Application Schedule	SDOT led	

Play Streets Program Seattle, WA		
Eligible Activities	Neighborhood play streets provide space for play and physical activity.	 <p>Play Street in Seattle, WA Image from SDOT</p>
	School play streets provide additional space for recess, arrivals, or other special activities, like a field day.	
Permits required	Public space permits allowing Play Streets are issued for free by SDOT. Chapter 15.04 of the Seattle Municipal Code, Use and Occupation Permits, establishes the requirements for Street Use Permits.	
Project locations	Play streets are found in almost every neighborhood in the city.	
Online material	<a href="#">Play Street Program Handbook</a>	
Permitting process	Applicants submit an application package to SDOT. Materials include application form, site map, outreach method sample (i.e., flyers). Optionally, applicants can submit a signature sheet showing support from neighbors on the block. Pick up signs from SDOT once approved. Once issued, Play Streets events can be held up to three times per week.	
Application Schedule	Apply any time in the year. Permits are issued for six months at a time.	

Neighborhood Matching Fund Seattle, WA		
Eligible Activities	Neighborhood improvement, organizing, or projects developed and implemented by community members. There are three tiers: Small Sparks, Small and Simple Projects, and Large Projects Funds.	 <p>Neighborhood Matching Funds have been used to construct street murals in Seattle, WA Image from SDOT</p>
Permits required	Varies by project. Permit costs, if any, can be included in the NMF budget. For improvements to City property, the appropriate City department will provide permission and approval during the application review process. Example permit types include special events and construction permits.	
Project locations	Not always geographically-based (funds can go to citywide community organization, e.g.). A list of funded projects is available on the project website.	
Online material	<a href="#">Neighborhood Matching Fund Guidelines</a>	
Permitting process	8-step application process. Applicants work with an NMF project manager to discuss project eligibility and feasibility. Applications are scored (out of 100 points) based on proposed idea, neighborhood involvement/community building, outcomes, and project resources and readiness.	
Application Schedule	Applications for Small Sparks are accepted year-round until December 15; notified within two weeks. Applications for Small and Simple Projects are due three times per year; notified within eight weeks. Applications for Large Projects are due in May and attendance at a workshop is required. Notified within three months.	



## Philadelphia

Since the city code was amended in 2013, **Pedestrian Plazas** have been an allowable right-of-way use. Pedestrian plazas are built by community groups, non-profits or businesses in underutilized street segments citywide. Plaza hosts must apply for a one-year Pedestrian Enhancement Permit from Streets Philadelphia. The permit is renewable for up to three years.

Philadelphia's **Street Events** are permitted as Block Parties. A Block Party permit, issued by Streets Philadelphia, allows residents to block traffic on the street for a party on a weekend or summer holiday (Memorial Day, Fourth of July, or Labor Day). Permit applications can be submitted by mail, in person, or online.


Pedestrian Plazas <i>Philadelphia, PA</i>		
Eligible Activities	Pedestrian plazas operated by community organizations.	 <p>Pedestrian Plaza in Philadelphia Image from this old city</p>
Permits required	One-year Pedestrian Enhancement Permit, renewable for up to three years.	
Project locations	Should utilize excess roadway. Adjacent streets should have speed limit no higher than 25 MPH. Located near commercial activity or other uses that generate pedestrian activity.	
Online material	<a href="#">Pedestrian Plaza Guidelines</a>	
Permitting process	Organizations submit application to City of Philadelphia Streets Department.	
Application Schedule	Rolling	

Street Events <i>Philadelphia, PA</i>		
Eligible Activities	Weekend or Holiday street closure for neighborhood events.	 <p>Philadelphia Block Party Image from CBS Philly/Randall E. Scott</p>
Permits required	Street closure permit. Additional permits required for alcohol or vending.	
Project locations		
Online material	<a href="#">Application Process</a>	
Permitting process	Applicants apply with Streets Philadelphia. Requires approval of 75% of the households on the block.	
Application Schedule	Rolling	



## Austin

The City of Austin's **Neighborhood Partnering Program** runs out of its Public Works Department to provide financial resources for neighborhood groups to create placemaking projects in the right-of-way or on city-owned property. Project types range from community gardens to green alleys to bike lanes. Once a project application has been approved, the city assists neighborhood groups with obtaining permits from relevant city departments.


Neighborhood Partnering Program <i>Austin, TX</i>		
Eligible Activities	Qualifying projects include bike lanes, trails, sidewalks, street furniture, landscaping, art, community gardens, green streets, traffic circles, park improvements, and medians.	 <p>Adelphi Acre Community Garden installed in Public Works right-of-way in Austin, TX Image from City of Austin</p>
Permits required	Varies	
Project locations	<a href="#">Citywide</a>	
Online material	<a href="#">Neighborhood Partnering Program</a>	
Permitting process	Facilitated by city when project has been accepted into the program.	
Application Schedule	Biannual (June 1st and October 1st)	

## Boston

The Boston Transportation Department (BTD) placemaking program is currently under development. Many organizations in the city deal with some aspect of placemaking, but they are not consolidated under an umbrella unit or program. The Boston Complete Streets guide/program from 2013, along with GoBoston, are generating renewed interest in formalizing an “umbrella” program for different types of placemaking in one department.

The **Playways** program creates temporary public space from underused roadways and **Boston Parklets** is an element of the city’s Complete Streets program. Playways are generally simple street closures and require a Parks Department Play Streets Permit; more complex Playways events require a Public Event Permit from the Department of Art, Tourism, and Special events. Permits for parklets differ by season and are provided by the Boston Public Works (BPW). Both programs are currently inactive due to lack of staff capacity at BTD and a decline in community demand.

The city is currently piloting a **Pedestrian Plaza** program. In the summer of 2016, Boston Transportation Department hosted a pop-up plaza in Downtown Crossing as a demonstration event.


Boston Playways <i>Boston, MA</i>		
Eligible Activities	Playways are customizable and can host anything from children's games to yoga to a talent show.	 <p>Playway in Boston Boston Public Health Commission</p>
Permits required	Require permit to temporarily close residential streets. Additional permits are required for food vending, entertainment, or admissions, use of propane or open flame, and serving alcohol.	
Project locations	Playway Pilot project on Coleman Street	
Online material	<a href="#">Playways Flyer</a>	
Permitting process	Playways with simple street closures require a Parks Department Play Streets Permit; more complex Playways events require a Public Event Permit from the Department of Art, Tourism, and Special events.	
Application Schedule	Applications must be submitted at least 15 days prior to date of street closing	

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Boston Parklets Program <i>Boston, MA</i>		
Eligible Activities	Parklets	 <p>A parklet in Boston, MA Image from City of Boston</p>
Permits required	Parklets require a permit from BPW	
Project locations	Pilot Parklets at 1528 Tremont St in Mission Hill and in Jamaica Plain in 2013	
Online material	<a href="#">Program website</a>	
Permitting process	Partners will need to pay a permit fee to BPW for the season of \$340/Month (subject to change based on proposed design) for the use of 2 parking spaces.	
Application Schedule	Applications are currently unavailable	

## San Francisco

The City of San Francisco's **Pavement to Parks program** takes the lead in “creating and testing ideas for new public spaces in San Francisco.” The program is a collaboration between the San Francisco Planning Department, Public Works, and Municipal Transportation Agency (SFMTA). Sponsoring organizations partner with the city to build parklets, plazas, and prototypes in San Francisco's streets and rights-of-way. The San Francisco Public Works department issues permits for parklet construction.

Pavement to Parks <i>San Francisco, CA</i>		
Eligible Activities	Parklets, Plazas, and Prototyping are sponsored by community partners.	 <p>San Francisco's Pavement to Parks program allows for a variety of parklet designs Image from San Francisco Planning Department</p>
Permits required	All projects require permits from Public Works.	
Project locations	Citywide	
Online material	<a href="#">Parklet Manual</a> <a href="#">Plaza Proposal Package</a> <a href="#">Policy Framework</a>	
Permitting process	Planning department works with applicants on design, final application package and fees are submitted by applicant to Public Works for approval.	
Application Schedule	<p>Pedestrian Plaza applications are accepted on a rolling basis.</p> <p>Parklet applications are accepted through a request for proposals.</p> <p>Requests and suggestions for projects and locations are accepted on a rolling basis.</p>	

## SUMMARY

The programs of each city were categorized in accordance with their similarity to proposed program areas for the Livable Streets Strategy. Figure 2-2 summarizes the results of interviews and research by categorizing placemaking programs by city and program area.

Figure 2-2 Peer City Placemaking Program Areas (grey boxes are city led efforts)

Program Area	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
Activated Pedestrian Plazas and Parklets	People St	Pedestrian Plaza Program CityBench and Street Seats Program	Pavement to Parks Streeteries	Pedestrian Plazas		Parklets and Pedestrian Plaza (pilot)	Pavement to Parks
Creative uses of underutilized right-of-way and alleys			Neighborhood Matching Funds Gardening in the ROW		Neighborhood Partnering Program (NPP)		
Demonstration projects	Great Streets	Multiple units within NYCDOT	Tactical Urbanism			Pedestrian Plaza pilot	
Event-based Initiatives				Street Events			
Community inspired Open Streets Initiatives	CicLAvia	Summer Streets	Summer Parkways	Philly Free Streets	VIVA Streets		Sunday Streets
Play spaces in the right of way	Play Streets		Play Streets			Playways Program	



### 3 ACTIVATION TACTICS

Placemaking can encompass a wide array of activities, across different geographies, and be temporary or lead to permanent installations. PBOT has identified potential program areas for the Livable Streets strategy. Peer cities were asked about these program areas to identify which elements were included in their current efforts. We asked:

- What is the array of projects and activities in each program area?
- Who leads them
- Where do they take place (in terms of the variety of transportation and land use contexts)
- Project duration
- Technical assistance

This chapter describes what types of activities are permitted in other cities placemaking programs to inform the Livable Streets study in determining what placemaking activities Portland might want on its streets.

#### FINDINGS

An analysis of the expected activities (infrastructure and programming), geographic balance, and evaluation strategies is provided by program area below. The tables are summarized in the Summary Section.

## Activated Pedestrian Plazas and Parklets

These are public gathering spaces created from underused roadway or other right-of-way. These spaces are closed to vehicle traffic and include programming and other event uses. Some projects may be temporary (typically early demonstration phases), while others will be semi-permanent before funding can be secured for a capital project. Pocket parks and parklet style projects could also fall under this category. They have a greater focus on seating, gardens, and/or landscaping.

Pedestrian plazas and parklets programs are the most common and robust placemaking programs among peer cities. Programs in Los Angeles, New York City, Seattle, Philadelphia, Boston, and San Francisco included this program area. Examples in Portland include Ankeny Plaza and Alley and Holman Park.



Ankeny Plaza and Alley in Portland, OR  
Image from Felicity J MacKay/PBOT



Holman Park redesign in Portland, OR  
Image from PBOT



Torresdale Avenue Parklet in Philadelphia is experimenting with Solar Panels  
Image from City of Philadelphia



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Figure 3-1 Activated Pedestrian Plazas and Parklets Program Findings<sup>1</sup>

Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Boston	San Francisco
<b>Programs</b> (city-led programs noted in grey)	People St	Pedestrian Plaza Program CityBench and Street Seats Program	Pavement to Parks	Pedestrian Plazas	Parklets and Pedestrian Plaza (pilot)	Pavement to Parks
<b>Street Improvements</b>						
<b>Eligible/Typical Street elements</b>	<ul style="list-style-type: none"> <li>▪ Parklets</li> <li>▪ Plazas</li> <li>▪ Bike corrals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plazas</li> <li>▪ Benches</li> <li>▪ Street Seating/ Parklets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plazas</li> <li>▪ Seating</li> <li>▪ Planters</li> <li>▪ Street Murals</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plazas</li> <li>▪ Planters</li> <li>▪ Tables</li> <li>▪ Chairs</li> <li>▪ Umbrellas</li> <li>▪ Benches</li> <li>▪ Paint</li> </ul>	<ul style="list-style-type: none"> <li>▪ Parklets</li> <li>▪ Plazas</li> <li>▪ Seating</li> <li>▪ Paint</li> <li>▪ Planters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Parklets</li> <li>▪ Plazas</li> <li>▪ Prototyping</li> </ul>
<b>Typical materials</b>	Kit of Parts includes signage, surface for plaza, furniture design requirements.	Flexible	Tactical Toolkit provides standard materials: <ul style="list-style-type: none"> <li>▪ Paint</li> <li>▪ Planters</li> <li>▪ Tables</li> <li>▪ Chairs</li> </ul>	Flexible	No	No
<b>Traffic management strategies</b>	LADOT installs flexible delineators for plazas. Site location criteria specifies that speed limits must be 25	DOT conducts traffic study for any street closure. Plaza program does not pursue proposals that would have	Work with Traffic Operations team to determine the feasibility of each site. Traffic engineers provide input on circulation	Wheel stops and reflective posts		

<sup>1</sup> Lightly shaded grey boxes indicate a lack of information on this question.

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Boston	San Francisco
	mph or below for installation.	significant negative impacts on traffic. DOT installs detectable warning strips and edge objects to buffer plaza from vehicle traffic and delineate space.	issues, vehicles speeds, and how to barricade the spaces. SDOT provides all materials, e.g.: <ul style="list-style-type: none"> <li>Paint</li> <li>Planters</li> <li>Gravel</li> <li>Barricades</li> </ul>			
How is innovation and the approval of new ideas supported?	Pre-approved materials list does not allow for experimentation right now	Community input, public visioning process to design plazas that are appropriate to neighborhood context	Encourages communities to test out new ideas			Innovation around design is encourage through clear, non-restrictive design guidelines  Innovation around process and policy is supported by the program itself.
Allowable duration	Renewed annually	One-day, Interim, and Permanent Plazas CityBenches are permanent Street Seats are seasonal (summer months)	1-3 years	1-3 years	Pop-up / one day	Renewed annually
<b>Programming</b>						
Eligible /Typical Street Programming Activities	Opening ceremony, ongoing events and activities such as	Subconcessions, public art	Community events such as trivia night, pop-up concert, pop-	Community events		

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Boston	San Francisco
	farmers' markets, movie nights, dances, public art installation, music, yoga, art classes for kids, other community-oriented programs		up library, games night, petting zoo.			
Allowances for programming of activities that are not allowable in other places?	No	Anyone can apply to the Street Activity Permit Office (SAPO) to stage events on DOT plazas.	SDOT provides neighborhood block party or special event permit for unique community events	No		
Programming Requirements	Community partners are required to coordinate or provide free public programs at plazas Not required for parklets		SDOT works with community partners to create Activation Plans	Not required. Applicants are encouraged to consider the flexibility of the design for events.		A sample three-month calendar for activation programming
Geographic Balance						
Typical Adjacent Land Use/ Street Type	On streets with 25 mph or below, not major arterials.	Plazas only in commercial districts with access to transit.	Pavement to Parks projects in higher-density areas with nearby retail frontages are more likely to be used as active gathering spaces, whereas projects in lower-density areas (e.g.,	Currently implemented along commercial corridors.		



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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Boston	San Francisco
			along a neighborhood greenway) will not be as actively used, but can still facilitate pass-through spaces for pedestrians while helping to solve traffic circulation/speeding issues.			
Extent of reach into local residential and suburban street types	<p>Plazas:</p> <ul style="list-style-type: none"> <li>Mostly located off major arterials on streets designated as collectors or local streets, with some commercial activity present.</li> <li>One project in an alley off a major commercial street.</li> <li>No applications yet for projects on residential streets.</li> </ul> <p>Parklets:</p> <ul style="list-style-type: none"> <li>Mostly on arterials with speeds under 35 mph</li> <li>None on residential streets</li> </ul>		Of the six Pavement to Parks projects installed, two are located on residential streets.	Per the program guidelines in place, the City of Philadelphia would not discriminate against a proposed project on a residential street, so long as the location met the program's requirements (not covering any utilities, obstructing handicapped parking spaces, not placed too close to a corner, etc.), there was sufficient community support, and the permittee demonstrated that they could maintain the parklet/plaza/corral.		

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Boston	San Francisco
Demonstrated success in low status communities		Neighborhoods that lack open space are a priority for plazas.				
<b>Demonstrating Success</b>						
Data collection	<ul style="list-style-type: none"> <li>Physical assets</li> <li>Pedestrian and cyclist counts</li> <li>Noncompliant motorist counts</li> <li>Stationary activity scans</li> <li>Stakeholder outreach</li> <li>Land uses</li> <li>Economics</li> <li>Vehicle speeds and volume</li> <li>Collision data</li> <li>Transit data.</li> </ul>	<ul style="list-style-type: none"> <li>Pedestrian and vehicle counts</li> <li>Accident data</li> <li>Reports from nonprofit partners</li> <li>Surveys targeted to get feedback from public, businesses, and landlords</li> </ul>	<ul style="list-style-type: none"> <li>User and pedestrian surveys</li> <li>Observations of user activity</li> <li>Traffic data</li> <li>Reporting from the neighborhood partners</li> <li>Business feedback</li> <li>Public and internal feedback</li> </ul>	Varies by project. For example, a special services district is permitted six parklets and two pedestrian plazas; they have conducted research on the economic impacts on the programs, and have published them.	<ul style="list-style-type: none"> <li>Pedestrian counts</li> <li>Cell phone data-related data about site users</li> </ul>	<ul style="list-style-type: none"> <li>Pedestrian and bicycle counts</li> <li>Stationary activity scans</li> <li>Plaza user intercept survey</li> <li>Cognitive mapping exercise</li> <li>Surrounding land use and demographics</li> </ul>
Data collection responsibility	Community partners assist with data collection. City hires consultant to assist with data collection, analysis, management, and reporting.		City staff and interns	Up to the Permittees.	Office for New Urban Mechanics, hope to have city group or local community group take responsibility.	Planning Department's Public Space, Public Life program
Data availability	People St database, not publically available.		SDOT	NA		Planning Department and citywide geodatabase

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Boston	San Francisco
Reporting strategy	Existing Conditions and Post-Installation Project Evaluation Reports are published online.	Plazas are evaluated after installation.	Annual report, not on website. Progress reports are completed for presentations to neighborhood associations, etc.	Up to the Permittees.		Plans to create a map-based open access portal.
Metric names	<ul style="list-style-type: none"> <li>Post-Installation Public Life Survey</li> </ul>		<ul style="list-style-type: none"> <li>Encourage: promote the activation of public space</li> <li>Implement: ensure opportunities to activate the ROW are not missed due to perceived obstacles or implementation hurdles</li> <li>Innovate: identify opportunities for activation</li> <li>Regulate: manage our public spaces in a transparent and predictable way</li> </ul>	NA		<ul style="list-style-type: none"> <li>Well-used and lively</li> <li>Draw users of the local community</li> <li>Support various uses, especially social opportunities</li> <li>Perceived positively by their users</li> </ul>

## Creative uses of underutilized right-of-way and alleys

This cluster of project types would be specifically developed to address community desire for placemaking elements on gravel, dirt and underutilized, low volume streets or other residential underdeveloped rights-of-way (including alleys).

Of the peer agencies, both Austin and Seattle have matching funds or community grant programs that could potentially be used for underutilized street projects and/or alley projects. In Los Angeles, alley upgrades such as stormwater and beautification projects are undertaken by the public works department. Examples in Portland include the Sabin Orchards community gardens.



Sabin Orchards Community Gardens in Portland, OR  
Image from Jonathan House/Portland Tribune



Street murals and gardens in Austin, TX  
Image from City of Austin Public Works



A community-building project funded by Seattle's Neighborhood Matching Funds Program  
Image from Seattle Department of Neighborhoods

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Figure 3-2 Creative Uses of Underutilized Right-of-Way and Alleys Findings<sup>2</sup>

Summary of Activities	Seattle	Austin
Programs	Neighborhood Matching Fund Program	Neighborhood Partnering Program
<b>Street Improvements</b>		
Eligible/Typical Street elements	<ul style="list-style-type: none"> <li>▪ Physical improvements and non-physical projects (e.g., events)</li> <li>▪ Physical improvement projects have included: <ul style="list-style-type: none"> <li>– Cut-through street for bike/ped access</li> <li>– Neighborhood gateway</li> <li>– Public mural</li> <li>– Wayfinding and community banner</li> <li>– Fitness equipment installation</li> </ul> </li> <li>▪ Funds can be used for construction/capital expenses such as demolition, utilities, electrical, concert, and irrigation work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Beautification/landscaping, including adopting a City median</li> <li>▪ Pedestrian and bicycling enhancements</li> <li>▪ Community gardens</li> <li>▪ Pocket parks</li> <li>▪ Trails, trailheads, and gateways</li> <li>▪ Curb, gutter, and green streets</li> <li>▪ Street furniture</li> <li>▪ Park improvements</li> </ul>
Typical materials required	Project types vary, therefore specific materials not required.	Specific materials not required. When relevant, projects follow design guidelines that already exist (e.g., sidewalks, community gardens, cycle-track).
Traffic management strategies	NA	Program uses existing traffic studies when applicable. For work days, ribbon cuttings, other events which require temporary street closure, local police manage traffic.
How is innovation and the approval of new ideas supported?	Emphasis is on self-help, with projects initiated, planned, and implemented by members of the community.	Program encourage community to dream big and go outside the box. Community members bring design ideas to the city, Program Manager and overall supportive culture of department helps get ideas to “yes”
Allowable duration	One-time event to permanent installations.	Permanent

<sup>2</sup> Lightly shaded grey boxes indicate a lack of information on this question.



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Summary of Activities	Seattle	Austin
<b>Programming</b>		
<b>Eligible /Typical Street Programming Activities</b>	<p>Many NMF projects are events-based. Matching funds can be used to cover expenses related to programming. Examples include:</p> <ul style="list-style-type: none"> <li>▪ Performing artists and DJs</li> <li>▪ Permits for special events</li> <li>▪ Translation, printing, advertising, and other services</li> <li>▪ Commercial General Liability insurance</li> <li>▪ Supplies</li> </ul>	Ribbon cuttings, work days to paint or build something in a community garden.
<b>Allowances for programming of activities that are not allowable in other places?</b>	NA	NA
<b>Programming requirements, if any</b>	None	None
<b>Geographic Balance</b>		
<b>Typical Adjacent Land Use/ Street Type (suitability for commercial centers v. local streets)</b>		A common project is adding a sidewalk to unimproved streets in outer residential and suburban neighborhoods.
<b>Extent of Reach into local residential and suburban street types</b>		NPP looks at a map when weighing projects and prioritizes projects in areas that have had fewer NPP projects/funds.
<b>Demonstrated success in low status communities</b>		<p>Bigger projects with lots of volunteer hours (e.g., community gardens, murals) are more successful at achieving the program mission of empowering neighborhoods and building community.</p> <p>NPP makes the program more accessible to low-status communities by providing translated materials, engineer assistance with the application,</p>

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Summary of Activities	Seattle	Austin
		and alternate ways to match funds including volunteer hours and professional service.
<b>Demonstrating Success</b>		
<b>Data Collected</b>	<p>Project applicants identify specific desired outcomes and how they will measure project success in the application.</p> <p>An online dataset tracks completed project information:</p> <ul style="list-style-type: none"> <li>▪ Contract Number</li> <li>▪ Program Area</li> <li>▪ Award Year</li> <li>▪ Project Title</li> <li>▪ Organization Name</li> <li>▪ Project Description</li> <li>▪ Awarded Amount</li> <li>▪ Pledged Match Amount</li> <li>▪ Seattle Electoral District</li> <li>▪ Neighborhood District</li> </ul>	<p>Performance tracking spreadsheet collects:</p> <ul style="list-style-type: none"> <li>▪ Number of new, completed, in progress applications</li> <li>▪ Review and approval time (months) by project size (small, medium, large)</li> <li>▪ Application success rate</li> <li>▪ Total project value</li> <li>▪ Total neighborhood cost share (cash, in-kind, volunteer hours)</li> <li>▪ Data from community satisfaction survey</li> <li>▪ Support for city initiatives or neighborhood plan goals</li> <li>▪ Ongoing and completed NPP projects by zip code and council district</li> <li>▪ NPP spending by zip code and council district</li> <li>▪ Median household income</li> <li>▪ Number, spending, and types of outreach events by zip code, district, and median family income</li> <li>▪ Before/After pictures</li> </ul>
<b>Responsibility for collecting/ analyzing?</b>	Seattle Department of Neighborhoods	NPP Program Manager, VISTA volunteers
<b>Data storage and availability</b>	<p>Recently funded projects are catalogued on the NMF website.</p> <p>All funded projects are catalogued in an online database that is publically-viewable.</p>	Excel spreadsheet, not publically available.
<b>Reporting strategy</b>	Project archive (see above)	Project archive on website, occasional presentations to Director of Public Works
<b>Metric names</b>	NA	<ul style="list-style-type: none"> <li>▪ Timely and efficient process</li> <li>▪ Community participation, cost-sharing, and satisfaction</li> <li>▪ Quality of life, projects that enhance city initiatives</li> <li>▪ Geography and equity</li> </ul>

## Demonstration Projects

These projects can range from a day to a months-long pilot project and typically involve street and/or intersection redesign. A key component of demonstration projects is the data collection and monitoring to inform future design designs.

Seattle's Tactical Urbanism projects are an example of a city-led demonstration project. In Los Angeles, the Mayor's Great Streets initiative is an example of community-initiated demonstration projects with city partnership. Examples of this project type in Portland include permits issued to Better Block PDX for Better Broadway and Better Naito.



Portland's Better Naito Demonstration Project

Image from Better Block PDX



Demonstration bike lanes as part of LA's Great Streets Initiative

Image from Office of Los Angeles Mayor Eric Garcetti

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Figure 3-3 Short Term Demonstration Project Findings<sup>3</sup>

Summary of Activities	Los Angeles	New York City	Seattle
Programs	Great Streets	Multiple units within NYCDOT	Tactical Urbanism
<b>Street Improvements</b>			
Eligible/Typical Street elements	<ul style="list-style-type: none"> <li>▪ Temporary treatments</li> <li>▪ Plazas and parklets</li> <li>▪ Curb changes</li> <li>▪ Street lighting</li> <li>▪ Street trees</li> <li>▪ Street furniture</li> </ul>	<ul style="list-style-type: none"> <li>▪ Crossing islands</li> <li>▪ Plastic bollards</li> <li>▪ Paint, striping</li> <li>▪ Plantings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sidewalks</li> <li>▪ Curb bulbs</li> <li>▪ Medians</li> <li>▪ Crossing islands</li> <li>▪ Traffic circles</li> <li>▪ Intersection diverters</li> </ul>
Typical materials	No, but developing a DIY manual to provide design assistance	No	SDOT uses a toolkit of materials
Traffic management strategies	Materials vary by project, but are included in the grant	Bollards, plantings, paint provided by NYDOT	All materials provided by SDOT
Support of innovation and new materials	Great Streets seeks community partners, not predefined project proposals. Provides communities with tools to lead in developing visions for their streets.		Temporary street improvements allow communities to test out safety and mobility ideas before permanent street improvements are made.
Allowable duration	Temporary pop-up projects and in round 2, also permanent build projects.		1-3 years
<b>Programming</b>			
Eligible /Typical Street Programming Activities	Demonstration events Pop-up events		NA
Allowances for programming of activities that are not	Yes		NA

<sup>3</sup> Lightly shaded grey boxes indicate a lack of information on this question.

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Summary of Activities	Los Angeles	New York City	Seattle
allowable in other places?			
Programming requirements	Community engagement, including at least one pop up event		NA
<b>Geographic Balance</b>			
Typical Adjacent Land Use/ Street Type (suitability for commercial centers v. local streets)	Project priority areas: <ul style="list-style-type: none"> <li>▪ Great Streets corridor</li> <li>▪ Mobility Plan 2035 corridors (e.g., transit priority streets)</li> <li>▪ High injury network</li> <li>▪ High need areas in Community Health and Equity Index</li> <li>▪ Within ½-mile of school, library, parks</li> <li>▪ Connection to bicycle paths</li> </ul>		SDOT has developed a set of prioritization criteria to determine the best locations to install Tactical Urbanism projects. These criteria consider gaps in public open space, safety needs, race and social justice factors, as well as coordination with future capital projects.  Tactical projects are safety/mobility improvements and can be installed on any streets that needs these types of enhancements.
Extent of Reach into local residential and suburban street types	Initial projects were in each of the city's council districts on Greet Streets Corridors. Now open to any street in the city.		Installed on all street types (about half of 2016 projects are on residential streets).
Demonstrated success in low status communities	Yes, because they are community led, culturally sensitive, and customized designs		
<b>Demonstrating Success</b>			
Data	<ul style="list-style-type: none"> <li>▪ Building permits</li> <li>▪ Business and customer perceptions</li> <li>▪ Business revenue</li> <li>▪ Commercial real estate data</li> <li>▪ Median household income</li> <li>▪ Parking meter revenue</li> <li>▪ Driving, walking, and biking volume</li> </ul>		<ul style="list-style-type: none"> <li>▪ User and pedestrian surveys</li> <li>▪ Observations of user activity</li> <li>▪ Traffic data</li> <li>▪ Reporting from the neighborhood partners</li> <li>▪ Business feedback</li> <li>▪ Public and internal feedback</li> </ul>



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Summary of Activities	Los Angeles	New York City	Seattle
	<ul style="list-style-type: none"> <li>▪ Pavement condition index</li> <li>▪ Speeding vehicles</li> <li>▪ Transit ridership</li> <li>▪ Travel mode to Great Street</li> <li>▪ Pedestrian and bike rider observations</li> <li>▪ Vehicle travel speed</li> <li>▪ Neighborhood perceptions</li> <li>▪ Streetscape elements</li> <li>▪ MyLA 311 service requests</li> <li>▪ CalEnviroScreen 2.0 data</li> <li>▪ Environmental quality of life</li> <li>▪ Obesity rates</li> <li>▪ Physical activity rates</li> <li>▪ Collisions</li> <li>▪ Crime statistics</li> <li>▪ Female, youth, and elderly presence</li> <li>▪ Safety perceptions</li> <li>▪ Streetlight availability</li> </ul>		
<b>Responsibility for data collection</b>	Great Streets program and consultants		SDOT staff and interns
<b>Data storage</b>	City data links on Great Streets webpage		SDOT database
<b>Reporting strategy</b>	Graphic-rich before/after reports for each project are published online (see Figure 3-6)		Two-page annual report, not on city website
<b>Metric names</b>	<ul style="list-style-type: none"> <li>▪ Enhanced neighborhood character</li> <li>▪ Improved access and mobility</li> <li>▪ Increased economic activity</li> <li>▪ Greater community engagement</li> <li>▪ Improved environmental resilience</li> <li>▪ Safer and more secure communities</li> </ul>		

## Event Based Activities in the Right-of-Way

These events typically take place in the right-of-way on residential or commercial streets that result in full or partial closing of the street. They are short in duration (a few hours to a few days) and can be recurring.

Philadelphia's Street Events, formerly known as Block Parties, are an example of this program area. In Seattle, the Public Space Management Program also permits Block Parties. Examples in Portland include the Alberta Arts Fair and block parties.



A Block Party in Philadelphia  
Image from Ellen Lovelidge/VICE



Capitol Hill Block Party in Seattle  
Image from Dance Music NW



Last Thursday Art Walk on Alberta Street in Portland  
Image from Travel Portland

The agencies contacted for information about their placemaking programs, like PBOT, have a long history of successfully permitting temporary community events in the public right-of-way. They were challenged to create new program areas that responded to a public desire for more long-term use of the right of way, as a place to linger, eat, or gather, for no particular event based purpose. These more regular and ongoing uses of the right of way required design and permitting of spaces that may or may not host community events. Because event permitting was outside the realm of most people contacted for placemaking projects, interviewees routinely referred the project team to additional staff for these questions. Instead of conducting additional interviews, the team focused on web-based review of application material to ascertain the answers to the key question regarding block parties and events in Portland, which is, what are other cities doing to make it easier for the applicant?

Although work on this question is still underway, the discovery process has led us to conclude that Portland's process is quite standard. Only Seattle seems to be making this process easier, by allowing applicants to use informal street barricades, and by providing downloadable "street closed" signs. Parties must leave objects on one side of the street to support emergency vehicle access, and are not permitted on arterial streets, intersections, or streets with bus stops. Similarly, street closures in Philadelphia can be made using caution tape.



## Community Led Open Streets Initiatives

These initiatives temporarily close streets to cars to allow people to use them for walking, jogging, biking, dancing, and other physical activities. Nearly every peer city in the best practices review has an open streets initiative. Like the community events program area, interviewees with placemaking experts in each city referred the team to other staff or departments for information about Open Streets. As a result, this section is largely limited to web-based research.



VIVA! Streets in Austin, TX  
Image from Viva Streets Austin



CicLAvia in Los Angeles  
Image from Aaron Paley/Huffington Post



Weekend Walks event in New York City  
Image from NYC.gov

Open streets initiatives can be led by a public, non-profit, or partnership. Peer agencies' programs fall into the following categories:

- **Publicly Led**
  - Summer Parkways in Seattle
  - Summer Streets in New York City
  - Philly Free Streets
- **Non-Profit Led**
  - CicLAvia in Los Angeles is hosted by a non-profit

- **Partnership (public/non-profit) Led**
  - Austin’s VIVA! Streets event is co-produced by the City of Austin and BikeTexas, a non-profit advocacy group
  - San Francisco’s Sunday Streets are led by SFMTA and the nonprofit Livable City
- **Community Led**
  - Portland’s Cully Camina
  - Weekend Walks in New York City

Portland seems to be unique in supporting community led Open Streets initiatives, including Connect the Parks Blocks, which is led by Better Blocks PDX and Oregon Walks, and Cully Camina, which is a community-led event supported by community groups and individuals who live and work in the neighborhood. New York City has a Weekend Walks program where community-based organizations apply to close commercial streets and provide programming that highlights local businesses. The findings in the table below should be focused on New York’s program, as it is the only city that does not retain a production partner to permit and execute the event.

To inform and support community-led open streets initiatives in Portland, the following table focuses on initiatives that are non-profit led or hosted in partnership.



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Figure 3-4 Community and Non-profit Led Open Streets Events Findings<sup>4</sup>

Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
Program(s)	CicLAvia	Summer Streets Weekend Walks <sup>5</sup>	Summer Parkways	Philly Free Streets	VIVA! Streets	Circle the City Open Newbury Street	Sunday Streets
<b>Street Improvements</b>							
Eligible/Typical Street elements	Street closure	Street closure	Street closure	Street closure	Street closure	Street closure	Street closure
Typical materials required	NA	NA	NA	NA	NA	NA	NA
Traffic management strategies	City closes streets (partnership between non-profit CicLAvia and city)	DOT manages	DOT manages	City of Philadelphia's Managing Director's Office of Transportation & Infrastructure Systems (oTIS)	City of Austin (co-producer of the event with BikeTexas)		SMFTA and city provide equipment, signage, MUNI reroutes and traffic safety personnel
Supporting innovation and new ideas	NA	There are many programming partners that bring programming ideas to the table	Non-profit partners bring programming				
Allowable duration	9am – 4 pm on a Sunday	2016 events were three Saturdays in a row from 7 am to 1 pm	Three four-hour long events on a Saturday or Sunday	Inaugural event was 5 hours on a Saturday (however the city has been doing	Five-hour event on a Sunday 1 mile		11 am – 4 pm on a Sunday Routes tend to be under 4 miles

<sup>4</sup> Lightly shaded grey boxes indicate a lack of information on this question.

<sup>5</sup> Findings are for Summer Streets Program only.

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
		~ 7 miles	Route lengths vary	something similar on MLK Drive since 1994) 10 miles			
<b>Programming</b>							
<b>Eligible /Typical Street Programming Activities</b>	In street: <ul style="list-style-type: none"> <li>Active transportation</li> </ul> At hubs: <ul style="list-style-type: none"> <li>Classes/works hops</li> <li>Art</li> <li>Food vendors</li> <li>Musical performances</li> <li>Bike repair</li> </ul>	In street: <ul style="list-style-type: none"> <li>Active transportation</li> </ul> At rest stops: <ul style="list-style-type: none"> <li>Dance, theater and musical performances</li> <li>Free bike/skate rental</li> <li>Walking tours</li> <li>Bike repair</li> <li>Classes/work shops</li> <li>Art installations</li> <li>Fitness/recreational activities</li> </ul>	In street: <ul style="list-style-type: none"> <li>Active transportation</li> <li>Parades</li> <li>Bike tours</li> </ul> In parks: <ul style="list-style-type: none"> <li>Food vendors</li> <li>Games and other activities</li> <li>Classes/works hops</li> <li>Musical performances</li> </ul>	In street: <ul style="list-style-type: none"> <li>Active transportation</li> </ul> In park: <ul style="list-style-type: none"> <li>Fitness/recreational activities</li> <li>Classes/works hops</li> </ul>	In street: <ul style="list-style-type: none"> <li>Active transportation</li> <li>Fitness/recreational activities</li> <li>Classes/works hops</li> <li>Musical performances</li> </ul>		In street: <ul style="list-style-type: none"> <li>Active transportation</li> </ul> At rest stops: <ul style="list-style-type: none"> <li>Dance, theater and musical performances</li> <li>Free bike/skate rental</li> <li>Walking tours</li> <li>Bike repair</li> <li>Classes/works hops</li> <li>Art installations</li> <li>Fitness/recreational activities</li> </ul>
<b>Geographic Balance</b>							
<b>Typical Adjacent Land Use/ Street Type (suitability for</b>		Commercial center	Both commercial and local streets	Park			Commercial and local

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
commercial centers v. local streets)							
Extent of Reach into local residential and suburban street types	Extensive. Event locations have included The San Fernando Valley, Culver City, Venice, Mar Vista, Wilshire Blvd., Koreatown, MacArthur Park, South LA, Echo Park, Chinatown, Little Tokyo, Boyle Heights, Historic Downtown, East LA, the Southeast Cities, and Pasadena	None (event is on Park Ave in Manhattan)	Events are held in semi-suburban neighborhoods	None			No suburban, but have been held in neighborhoods across the city
Demonstrated success in low status communities	Events are held in a range of diverse communities. The event comes to them.		Events are held in a range of diverse communities. The event comes to them.	Yes			Events are held in a range of diverse communities. The event comes to them.
Demonstrating Success							
Data collected				Demographic			
Data collection and analysis responsibility				City of Philadelphia's Managing Director's Office			

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Summary of Activities	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
				of Transportation & Infrastructure Systems (oTIS)			

## Play spaces in the right-of-way.

Similar to event-based activities in the right-of-way, these programs close streets to cars to allow play and recreation in the street. Typically, play spaces will be on residential streets for a few hours, and can be one-time or recurring events.

Several peer cities, including Los Angeles, Boston, Philadelphia, New York, San Francisco and Seattle have initiated Play Streets programs allowing play spaces in the right-of-way. In Boston, the Parks Department Play Streets Permit is still available but the DOT is no longer promoting the Playways program. Los Angeles' Play Streets is currently being developed and they are looking to peer cities such as Seattle for guidance. In Seattle, Play Streets began as a pilot program in 2013 and has now permitted over 300 Play Streets citywide.



A Play Street event in Seattle

Image from KUOW Photo/Paul Kiefer



A PlayStreets event in New York City

Image from Rose Garlod



**LIVABLE STREETS STRATEGY | BEST PRACTICES REPORT**  
PBOT

Figure 3-5 Play Spaces in the Right-of-Way<sup>6</sup>

Summary of Activities	New York City	Seattle	Philadelphia	San Francisco
Program	PlayStreets	Play Streets	Play Streets	Play Streets
Street Improvements				
Eligible/Typical Street elements	Recreation on community or school streets	Temporary play spaces on residential streets		
Typical materials	Barricades	<ul style="list-style-type: none"> <li>Play Streets sign</li> <li>Barricades</li> </ul>		
Traffic management strategies	Applicant organization is responsible for physically closing the street and placing barriers	<ul style="list-style-type: none"> <li>For Neighborhood Street Intersections: use personal trash bins or furniture that are at least 3 feet tall.</li> <li>For Arterial Street Intersections: rent Type-3 barricades from local providers</li> <li>Signage: Signs must be placed at both ends of the block. You may either create your own or use free SDOT-created signs. These can be picked at the SDOT Street Use Counter.</li> </ul>		
How is innovation and the approval of new ideas supported?	NA	NA		
Allowable duration		3 days per week, 6 hour event is the maximum.		

<sup>6</sup> Lightly shaded grey boxes indicate a lack of information on this question.

**LIVABLE STREETS STRATEGY | BEST PRACTICES REPORT**  
PBOT

Summary of Activities	New York City	Seattle	Philadelphia	San Francisco
<b>Programming</b>				
Eligible /Typical Street Programming Activities	Recreation	<ul style="list-style-type: none"> <li>▪ Music</li> <li>▪ Water battle</li> <li>▪ Bike riding</li> <li>▪ Chalk art</li> <li>▪ Games</li> <li>▪ Meet neighbors</li> </ul>		
Allowances for programming of activities that are not allowable in other places?	No	Part of outdated city code prohibits play and recreation in the roadway of any street. SDOT is working to update the code to clear up confusion about those sections and reaffirm that they have permit authority to close streets to allow play and recreation.	§12-1204. Play Streets. (1)The Department may designate any street or part thereof a play street by placing appropriate signs or devices in the roadway.	Temporary Street Closure Application
Programming Requirements	Applicants list programming plans on application	None	NA	None
<b>Geographic Balance</b>				
Typical Adjacent Land Use/ Street Type (suitability for commercial centers v. local streets)	School or residential	Residential streets	Any street	
Extent of Reach into local residential and suburban street types		There are some neighborhood gaps where SDOT hasn't seen any permits come in.		
Demonstrated success in low status communities		SDOT plans to conduct more focused outreach. Specifically, SDOT will host		

**LIVABLE STREETS STRATEGY | BEST PRACTICES REPORT**  
PBOT

Summary of Activities	New York City	Seattle	Philadelphia	San Francisco
		demonstration play streets in those areas. Also using government and community partners to spread the word—schools, community parent boards.		
Data collection		<ul style="list-style-type: none"> <li>▪ Geographic location of permits – to ensure balance and equity.</li> <li>▪ Growth in application rates.</li> <li>▪ Total number permitted hours per month.</li> </ul>		
Data collection responsibility		SDOT staff		
Data availability		SDOT		
Reporting strategy		Map of permit locations on project website		
Metric names		Look at number of permits and equity/spacing geographically.		

## SUMMARY

### Street Improvement Elements

#### Street Design Elements

Street design elements and features vary by program type. Parklets and plaza programs commonly feature benches and other seating, planters, tables, umbrellas, and painted street surfaces. The most common design elements in programs to improve underutilized right-of-way are medians, landscaping, trails, gateway projects, and bicycle and pedestrian enhancements. Common street design elements and features among demonstration projects are curb bulbs, medians, crossing islands, sidewalk improvements, and plantings or landscaping.

It is common to have design guidance/standards for built projects. Austin relies on existing design guidance for sidewalk and other infrastructure projects built under the Neighborhood Partnering Program. Los Angeles and Seattle have design standards with pre-approved materials for plaza and parklet design. Events-based projects do not have specific guidance or standards for design of street elements.

#### Project Materials

Design guidance and standards are often developed specifically for the program. LA's People St program's kit of parts has been pre-approved by the Public Works department as a strategy for streamlining the permitting and review process. People St projects therefore do not allow for variation in design or materials.

Seattle has a "tactical toolkit" for Pavement to Parks projects that specifies standard materials such as paint and gravel, but still allows adaptation based on community input. San Francisco has intentionally set loose design parameters for Pavement to Parks plazas and parklets as a strategy to encourage community flexibility and creativity.

Austin's Neighborhood Partnering Program sees a variety of project types, from mosaics to community gardens to installation of missing sidewalks. Each NPP is unique and uses different materials. The program manager has found that strict purchasing rules can stifle creativity and recommends having something in the Livable Streets ordinance that helps the program purchase small items.

### Programming Aspects

Programming of public spaces to get people to use them is an important consideration for PBOT. Peer city trends in right of way programming follow.

#### Programming requirements

Cities often require community partners to provide programming for plaza projects.

- San Francisco requires a sample three-month activation programming calendar for Pavement to Parks plazas.
- Los Angeles requires community partners to coordinate or provide free public programs for plazas

- SDOT works with community partners to create an Activation Plan for plazas.

When programming activities are required, the requirements stipulate that events must be free and open to the public. Programming and activation plans are created up-front as part of the application process.

### Types of activities

Common activities for activating created public spaces include community events such as movie nights, music, and public art. People St parklets and plazas in Los Angeles and Neighborhood Partnering Program projects in Austin hold opening or ribbon-cutting ceremonies.

Events can be held in NYC plazas with a **Street Activity Permit**. In Seattle's Pavement to Parks plazas, neighborhood organizations have held a series of summer events to get people to use the plaza: trivia night, games night with vintage street games, and a petting zoo with kangaroos. SDOT provides a permit for community events with a simple **neighborhood block party** or **special activity permit**.

### Events-based activities

Events-based activities in the right-of-way and play streets open the streets to a variety of uses. Block parties, farmer's markets, parades, festivals, and general recreation are common. A **Block Party permit** allows Philadelphia residents to block traffic on the street for a party on a weekend or summer holiday (Memorial Day, Fourth of July, or Labor Day) as part of the Street Events program. A modified version of the Neighborhood Block Party permit is issued for Seattle's Play Streets.

### Allowing activities in the street that are not typically allowable in the right of way

Only one city offered insights into this situation. Seattle's city code currently prohibits play and recreation in the roadway of any street. SDOT is working to update the code to clear up confusion and reaffirm that they have permit authority to close streets to allow play and recreation.

### Typical Project Duration

Typical project duration is dependent on program type and falls into three general categories:

- **Short term (a few hours to a few days).** Event based activities in the right-of-way, Open Streets events, and Play Streets are short in duration, lasting a few hours to a few days. Some plazas and parklets are also done as pop-up, one-time events that last for one to three days, such as Boston's demonstration plazas.
- **Median term (one to three years).** Activated plazas and parklets are typically designed to be in place for one to three years, as seen in Seattle and Philadelphia.
- **Permanent.** Projects on underutilized right-of-way are typically permanent installations and improvements, as seen in Austin.



## Geographic balance

Geographic balance is a key consideration for ensuring equitable distribution of placemaking programs. Trends in peer cities' practices used to balance the location of projects based on land use (downtown versus neighborhood or commercial), street type (volume and connectivity), and equity (across a variety of communities) follows.

### Permitting projects citywide

Geographic equity is important for all program types. Geographic balance and equity were noted as key elements of placemaking programs for all peer cities.

Cities commonly consider geographic balance when conducting outreach, selecting projects, and/or when evaluating the program's success. Examples from peer agencies include:

- In Austin, outreach is targeted to neighborhoods with fewer previous NPP projects.
- The first round of projects in LA's Great Streets program created one Great Streets project in each of the city's council districts.
- Seattle's Tactical Urbanism and Pavement to Parks programs track the number and types of projects being permitted by neighborhood and reports them in an online map.
- Austin's NPP includes geographic balance as part of application criteria.

### Prioritizing Communities of Concern

Project selection and other outreach helps projects succeed in communities of concern. Peer cities employ many methods to prioritize communities of concern.

In Austin, a goal of the Neighborhood Partnering Program is to provide opportunities for neighborhood groups citywide to participate. NPP makes the program more accessible to low-status communities by providing translated materials, assistance from professional engineers with the application and project budget estimates, and alternate ways to match funds including volunteer hours and professional service. Outreach is targeted to lower-income neighborhoods to encourage participation. Additional points are awarded to project applications in neighborhoods that are underrepresented by NPP projects.

In Boston, Parklets and Playways are driven exclusively by community request and while both New York and Los Angeles use data-driven mapping efforts through their Vision Zero and other citywide initiatives to target outreach, project locations result from community interest.

Several cities are seeking new ways to prioritize communities of concern. Seattle noted a desire for equity and increasing the number of Pavement to Parks and Tactical Urbanism projects in lower-income areas; the city will do targeted outreach in these areas in 2017. Los Angeles is seeking an equity-based technical assistance grant source to help balance projects across the city.

### Balancing Downtown, Residential and Neighborhood Commercial Adjacent Land Uses

Los Angeles' Great Streets projects are prioritized based on adjacent land uses. Higher scores are given to projects that are within ¼-mile of schools, parks, and/or public libraries. Great Streets projects are also ranked based on whether the street is a transit, bike, pedestrian priority streets as part of the city's mobility plan, part of the high injury network, in a high-need community health and equity area, and connections to bike paths.

## **Balancing Projects on Regional and Local Streets**

Placemaking programs are occurring on streets with a variety of functions.

Local, residential streets see the widest variety of program types. New York has found that simple geometric changes, markings, and green streets work best on local/residential streets. Seattle only allows Play Streets on residential streets. LA parklets and plazas are on streets with 25 mph or below, not major arterials. Block parties, farmer's markets, and other event-based activities in Seattle do not close arterial streets, intersections, or streets with bus stops.

Projects that seek to improve safety, such as tactical urbanism and other demonstration projects, tend to be on larger regional or arterial streets. Seattle's Tactical Urbanism projects are on a mix of residential and arterial streets in most Seattle neighborhoods.

## **Project Successes based on Land Use, Street Type, and Community Contexts**

The definition of a "successful" project depends on the program's goals and evaluation criteria, making it difficult to generalize project success by land use, street type, and community contexts.

Austin's Neighborhood Partnering Program considers a project a success if it brings the community together. NPP finds that bigger projects that require many volunteer hours, such as building community gardens and piecing together murals, are most successful at achieving the program mission of empowering neighborhoods and building community.

## **Traffic Management Strategies on Busy Streets**

In Austin, local police manage traffic for work days, ribbon cuttings, and other events, which require temporary street closure.

Short-term demonstration projects might incorporate traffic management strategies on busy streets. In cases where lanes are kept open, bollards, plantings, paint and other traffic management materials are provided by the transportation department. This was seen in New York and Seattle's demonstration projects.

Seattle Play Streets for neighborhood streets utilize personal trash bins or furniture that are at least three feet tall. For streets that intersect high-volume streets, applicants must rent Type-3 barricades from local providers. For event-based programs in Seattle, objects are to be kept on one side of the street to allow access for emergency vehicles. The programs do not close arterial streets, intersections, or streets with bus stops.

Finally, Adaptive Streets projects in Seattle do not have specific street or traffic requirements that direct project siting. SDOT works with their Traffic Operations team to determine the feasibility of each site before making final project selections. The traffic engineers reviewing these projects provide input on circulation issues, vehicles speeds, and how to barricade the spaces to ensure safety.

## **Demonstrating Success**

Demonstrated success is often a condition for continuing programs and projects. The purpose of this section is to describe whether there are common measures being used to evaluate the success of placemaking programs. These measures can be useful for informing the data collection requirements for the Livable Streets Strategy. Trends in performance measurement are described below.

## Data Collection

Common trends in data collected and collection methods include:

- Project data. A simple database that includes project name and description, year completed, funds awarded, and location is common.
- Usage data. On-site observations and user surveys are common. Other usage data includes pedestrian counts, bicycle counts, noncompliant motorists counts, stationary activity scans (for plazas and parklets), vehicle speeds and volumes, and collision information.
- Economic data. Feedback from nearby businesses.
- Community opinion. Surveys of community partners and user intercept surveys are used to collect feedback from the public, businesses, landlords, and stakeholders about their experience and satisfaction with the project.
- Permits. Cities collect data on the location of permits in order to track their geographic distribution and monitor growth of the program over time.
- Demographics. Surrounding land use and demographic data is collected by many cities to inform analysis of the site context.

## Responsibility for collecting and analyzing data

Seattle, Austin, San Francisco, and LA's Great Streets collect and analyze performance data in-house. In San Francisco, Pavement to Parks projects are assessed by staff in the Planning Department's Public Space, Public Life program. Others, like the People St program in Los Angeles, do not have staff capacity to conduct data collection and hire outside consultants for assistance with collection, analysis, management, and reporting. City staff in Austin and Seattle also rely on volunteers and interns within their department to collect and manage data.

Community partners are also relied upon for some, but not all, data collection. People St and Austin both request some community partner assistance with data collection.

## Data storage and public access

Cities vary on whether program data is integrated with other city databases. Many agencies keep data in a spreadsheet in their department's files; these agencies expressed a desire to improve internal data storage and management practices. San Francisco's Pavement to Parks data is housed in a larger city geodatabase, making it easy to report and assess the program using geographic information systems software (GIS). Overall, best practice is to store program data in the department or city database. Los Angeles' data is hosted on its GeoHub, a publicly available online database with open data from the City of Los Angeles.

Only one program made data available to the public. Seattle's Neighborhood Matching Funds program provides program data in an online database that is open to the public to view or download. Recently funded projects are also catalogued on the program website.

## Program performance metrics

Performance metrics differ by type of placemaking program, and tend to be tailored to meet program goals and objectives. One commonality across program types is a performance metric about engaging the community. Examples include: greater community engagement (Great

Streets), draw users of the local community (Pavement to Parks SF), and community participation (Neighborhood Partnering Program). The remaining program performance metrics were:

- Encourage: promote the activation of public space
- Implement: ensure opportunities to activate the ROW are not missed due to perceived obstacles or implementation hurdles
- Innovate: identify opportunities for activation
- Regulate: manage our public spaces in a transparent and predictable way
- Timely and efficient process
- Community participation, cost-sharing, and satisfaction
- Quality of life, projects that enhance city initiatives
- Geography and equity
- Number of permits and their equity/spacing geographically

### **Project evaluation**

Individual project success/failure is not always evaluated based on the same metrics as the program is evaluated. San Francisco's Pavement to Parks program and Austin's Neighborhood Partnering Program both reported that individual project success was evaluated based on how engaged the community was in the process. Even in a case where a parklet in San Francisco had to be removed, the project was still considered a success for bringing the community together during the process of designing and implementing the project. Austin's NPP program manager finds that the projects that are most successful at engaging the community are the ones that require the largest number of volunteer hours. Other project evaluation metrics used by cities include:

- Post-Installation Public Life Survey
- Well-used and lively
- Draw users of the local community
- Support various uses, especially social opportunities
- Perceived positively by their users
- Enhanced neighborhood character
- Improved access and mobility
- Increased economic activity
- Improved environmental resilience
- Safer and more secure communities

### **Program reporting methods and media**

Common report types include benchmarking or existing conditions reports, and post-installation project evaluation reports. People St and Great Streets program both publish graphic-rich reports online (see Figure 3-6). SDOT programs typically feature a map on the program webpage showing project or permit locations. Both Austin and Seattle's matching fund programs maintain an online archive of projects.

Staff are sometimes asked to report to their department heads, city councils, or neighborhood groups about the status of a particular project or the program as a whole. These are typically made in PowerPoint format and not published online.

Figure 3-6 Example of Performance Data Reporting from Los Angeles Great Streets

## NEIGHBORHOOD PERCEPTIONS

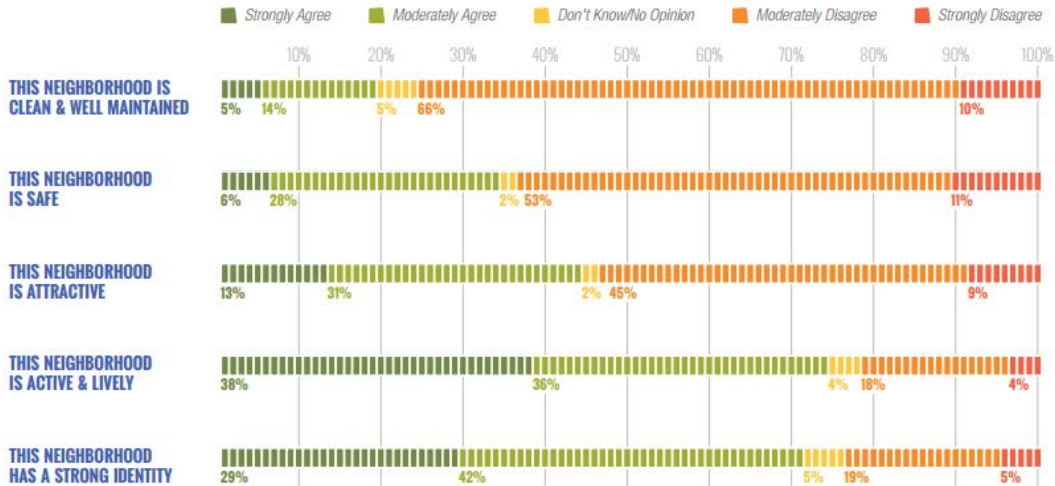
### WHAT YOU SEE BELOW

Top: Perceptions of the Great Street and surrounding neighborhood  
Bottom: Reasons stated for visiting this neighborhood

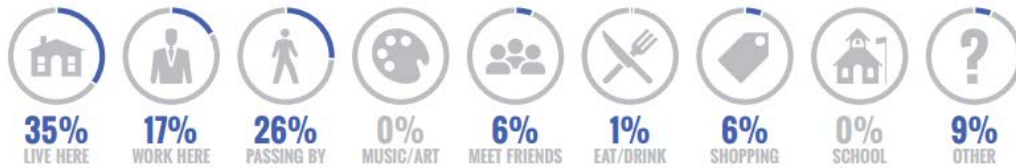
### SOURCE & DATES

Survey of 71 pedestrians along the Great Street, collected by Fehr & Peers in English & Spanish on representative weekdays and weekends, June - July, 2015

### PERCEPTIONS



### REASON FOR VISIT





## Applicability to Livable Streets Strategy

Addressing challenges and opportunities related to activation through programming, project duration, geographic diversity, and measures of success will help answer the question **what are the activities Portland wants on its streets?**

**Activation through programming:** To make livable streets activities attractive to Portlanders, PBOT needs to develop programming strategies that activate public spaces. As some peer cities have done, PBOT could consider requiring a programming and activation plan as part of the application process. This would ensure that programming is an integral part of livable streets projects and help to anticipate potential challenges related to maintenance and enforcement prior to project implementation.

**Project duration:** Project duration is key factor that influences the preparation and impact of a livable streets activity and has been a heavily discussed topic thus far in the development of this strategy. This research revealed three primary project duration types: short-term, median-term, and permanent. Similar to these defined types of project duration, developing a well-defined typology around project duration could be a useful reference for PBOT during the application review and permit process.

**Geographic diversity:** Currently, there are clear geographic disparities in livable streets activities throughout Portland, particularly in Southwest and Outer East Portland where these activities are sparse. Peer cities not only prioritize communities of concern to address this issue but also balance projects across street types, land uses, and community contexts. PBOT should consider all of these elements to expand the geographic reach of livable streets activities.

**Measures of success:** Performance measures vary across programs depending on the desired outcomes. For the Livable Streets Strategy, measures of success will be directly derived from the goals of the strategy, which are currently being developed. Determining how these measures are collected and managed will likely be a more challenging task. PBOT should consider external resources (e.g. consultant team, community groups) to assist with collection efforts and develop a data management system. Establishing a clear data collection methodology will be essential for PBOT to measure program success.

## 4 GETTING TO YES

One of the primary goals of the Livable Streets Strategy is to create a process that gets community members from a livable streets idea to “yes” as easily as possible, while still meeting the goals and requirements of PBOT and its partner agencies. The results from this analysis will be combined with the PBOT policy gap analysis to suggest a governance structure for the Livable Streets Strategy.

PBOT has specific questions about how other cities:

- Establish initial and ongoing public support
- Maintain control over streets that are available only for pedestrian or bicycle use, but not for personal vehicles
- Use land development strategies to support livable streets instead of vehicle access
- Establish ongoing maintenance responsibilities

This chapter provides insights to help answer those questions as well as the overall research question: ***how can PBOT open the streets for the placemaking activities it wants to see?***

### FINDINGS

The findings are provided in Appendix B, Figure 6-1, with an analysis that describes peer city policies, regulatory framework, permitting processes, management and enforcement methods that support their various placemaking programs.

### SUMMARY

#### Program Supportive Policies and Regulations

Peer cities reported that support from the mayor’s office, city council, and other city departments were key to enabling placemaking activities in the right-of-way. Despite exhibiting considerable flexibility in approving community placemaking activities in the right of way, there is a lack of specific policy direction and support for certain types of non-transportation activities, and whether these activities are allowed on the streets in Portland. This places the permitting group in a difficult position when handling community requests.

#### Overarching policy from existing planning documents

Among peer cities, there is a trend to include overarching policy statements in support of placemaking in planning documents, making the origins of placemaking programs clear. Every peer city has policy or regulatory language (or both) supporting livable streets initiatives.

- Los Angeles: [Mayor's Sustainability pLAN](#) and [LADOT Strategic Plan Livability chapter](#)

- Boston: [GoBoston 2030](#)
- New York: [PlaNYC](#)
- Seattle: [Move Seattle directive](#)
- Austin: [Imagine Austin comprehensive plan](#) and [council resolution](#)
- San Francisco: [General Plan Transportation Element](#)
- Philadelphia: [Philadelphia 2035](#), [Philadelphia Complete Streets Design Handbook](#)

## Land Development Ordinance Support

In some cities there is coordination of the placemaking program with the land development process. Seattle, Austin, and San Francisco provide different examples of this process and outcomes.

- In Seattle, SDOT has granted departures from the land use code to allow developers to make SDOT temporary projects into permanent parks. In one existing plaza project, a developer will be developing an adjacent lot in 2017. The developer was granted departures from the land use code and will be building out the SDOT park as a permanent park.
- Austin has had cases where developers want to make people in neighborhood happy and will put some money towards the match. Alternatively, when a project is proposed where the city knows a new development is coming in, NPP will coordinate with them on their design to complement what NPP is already doing. Occasionally NPP uses developer in-lieu fees to fund community placemaking projects such as sidewalk with special designs.
- On the other hand, in San Francisco, Pavement to Parks projects are intended to be community-based projects, and therefore intentionally decoupled from land development.

The Livable Streets Technical Advisory Committee (TAC) asked how other cities have responded to conditions in land development review and approval processes that make livable streets difficult because of vehicle access requirements. In Philadelphia, Streets Departments engineers review the design and location of each project and have been amenable to the projects that have been proposed so far (plaza and parklets, specifically). Additionally, the project guidelines are intended to vet any locations that are not suitable in advance of submission. In Los Angeles, People St reported that the question is a bigger topic than the scope of their program.

## Experimentation/Innovation

Experimentation and innovation in projects varies depending on the program and project type.

- Plazas and parklets programs themselves vary. Some use pre-approved materials lists that do not allow for experimentation (Los Angeles, PeopleSt) while others encourage design innovation and testing out new ideas (Seattle, San Francisco). Great Streets seeks community partners, not predefined project proposals as a strategy to encourage communities to lead in developing visions for their streets.
- For placemaking activities supported by community matching funds, cities encourage experimentation and innovation by community members. Seattle's NMF program's emphasis is on self-help, with projects initiated, planned, and implemented by members of the community. Austin's NPP program encourages the community to dream big and go

outside the box. Community members bring design ideas to the city, and the Program Manager and overall supportive culture of department helps get ideas to “yes.”

## Enabling Code Authority

Most city DOTs have authority to issue temporary street closure permits. The following are examples of specific ordinances enabling the use of the public way for purposes other than transportation.

- San Francisco passed a new ordinance in October 2016 creating the People Places Permit and codifying the Pavement to Parks program [Administrative Code Chapter 94A]
- In Los Angeles, LADOT is allowed through the California Vehicle Code (CVC) to take a segment of the street out of circulation for a number of reasons. LADOT outlined the CVC codes levered in a memo to City Council. Because parklets are essentially parking spaces, they are not affecting the travel way and are exempt from California Environmental Quality Act (CEQA) review. Department of Public Works Director's Order No 183392 established guidelines for Parklets, and Places for People legislation adopted in October 2016 [Administrative Code Chapter 94A] authorizes plazas and parklets.
- In New York City, there are limited and restricted access street regulations that allow NYCDOT to designate the use of a street. The City Council requires a traffic study and public hearing for any street closure [Administrative Code § 19-157]. New York City Council enacted a local law in April 2016 authorizing DOT to create rules governing pedestrian plazas. As a result, DOT issued rules that provide a regulatory framework for DOT's pedestrian plazas [Administrative Code § 1109B]. Other street activities, block parties, and fairs are also authorized by Section 1043 of the New York City Charter and Executive Order No. 105 of 2007.
- Philadelphia's code authorizes Pedestrian Enhancement Permits allowing the temporary closure of roadway lanes [Section 11 Streets – 613 Pedestrian Enhancements]
- SDOT has broad authority to close streets as they see necessary to allow special events, parades, or block parties. Play Streets require a Street Use Permit [Chapter 15.04 of the Seattle Municipal Code, Use and Occupation Permits]
- Austin City Council Resolution No. 20090924-72 mandated the creation of a neighborhood matching funds program.

## New Code, Policy or Regulation

Peer cities were asked if new code, policy, or regulatory language was drafted to enable the program. New codes or code amendments were recently passed in San Francisco, New York, and Philadelphia regarding their plaza and parklet programs. Peer cities did not indicate the creation of new code to enable events-based initiatives, open streets, and xxx programs. The prevalence of new code being created to support plaza and parklet programs is likely due to the longer-term nature of those projects (months-years vs. days).

Cities with new codes (NYC, SF, and Philadelphia) all had programs in place and were able to refine the program before creating a new piece of code. This allowed program managers to

determine what the program will look like through pilot and temporary events/projects, then work with lawmakers to draft rules to support those programs.

### **Restrictions or Gaps in available Code, Policy or Regulations**

Cities were asked if they could change existing code to better enable the city's program, what they would change. One example was provided by Seattle, where the Play Streets permit is facing issues with outdated code. A piece of code from the late 1960s inhibits play and recreation in the roadway of any street. They are currently working on updating the code to reduce confusion. Changes to the code will reaffirm that SDOT has permit authority to close streets and allow play there.

In Philadelphia, the code was amended in 2013 to provide the authorization of certain pedestrian enhancements to occupy, by license, a portion of the right-of-way.

Austin recommends having something in the ordinance to help purchase small items. An issue facing Austin, especially with community gardens, is that many purchases have to go through the bidding process, which limits the ability to specify precise equipment. Purchasing processes can harm flexibility and creativity.

### **Permitting Processes**

The permitting process is key to helping PBOT open the streets for the placemaking activities it wants to see. We asked peer cities how they move livable streets ideas from concept to "yes" as easily as possible. Trends are described below:

#### **Applicant Readiness**

Program managers learned through experience how to identify an applicants' readiness. In many cases, project application materials help screen applicants for readiness. For example, the application process for both Parklets and Playways in Boston includes questions that applicants must address to prove they are ready to host the desired placemaking implementation including proof of community outreach and support, preliminary designs, proposed programming, proposed budget/maintenance plan, and proof of liability.

People St community partners can be Business Improvement Districts (BIDs), Community Benefit Districts (CBDs), non-profits and community organizations, and other organizations. Organizational capacity accounts for 40% of application selection criteria. The People St application materials state that applicants must demonstrate the necessary organization skills, capacity, and initiatives to facilitate community outreach, fund design and materials procurement, and conduct ongoing maintenance of the site. The application prompts potential community partners to thoroughly consider these elements. People St's program manager acts as a facilitator for applicants to ensure they are ready before even applying. This strategy ensures greater acceptance rates for project proposals.

Proof of community support, in the form of signatures or contact information is also commonly required.

More detailed information about how each jurisdiction assesses applicant readiness can be found in Figure 6-1 in Appendix B.



## Application Challenges

For members of the community, the application itself can be the biggest roadblock. Austin and Los Angeles program managers provide assistance to community members with successful project applications. In Austin, the Neighborhood Partnering Program's application process is a barrier for lower-income applicants, due to the engineering, cost estimates, and design requirements.

Similarly, applicants in Philadelphia face financial barriers. Of the non-financial barriers, the design of the projects seems to be the biggest barrier to entry. Without a seal, applicants must have more meetings with the Philadelphia Streets Department. This can be intimidating for many. To address this, the program is looking for ways to make the process more approachable and accessible through updates to the program Guidelines.

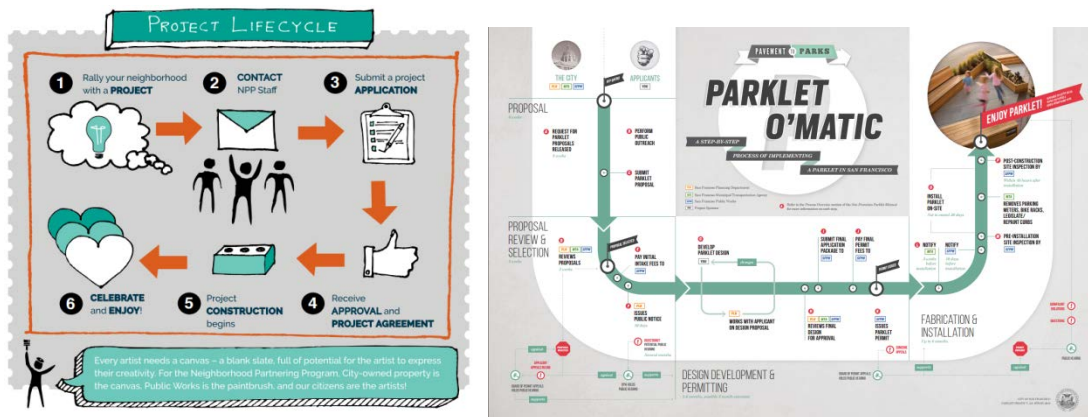
## Technical Assistance Support

Austin's program manager has an engineering background and provides technical assistance to help community members complete the project application and budget. Technical and financial support are also provided by LADOT (design and development), NYDOT (design and construction of plazas), and SDOT (assistance with design and construction).

Technical assistance and support for creating and sustaining programming, however, is not commonly provided by cities. In Los Angeles, Philadelphia, and San Francisco, community partners are responsible for 100% of programming. In Boston, they may also partner with other community orgs. In Seattle, the city works with the partner to create activation plans for plazas, but does not provide ongoing assistance.

## Clarity of process

Los Angeles, New York, Philadelphia, Austin, and San Francisco lay out an easily approachable application process. Placemaking programs can make it easy for applicants to understand the application process and project lifecycle through easily interpreted graphics and web materials. In addition to readily available application brochures, Austin and San Francisco provided graphic summaries of the process. Austin provides translated materials in Spanish.



Graphics can help the public understand the project lifecycle and application process. Examples from Austin's Neighborhood Partnering Program (Left) and San Francisco's Pavement to Parks Program (Right)

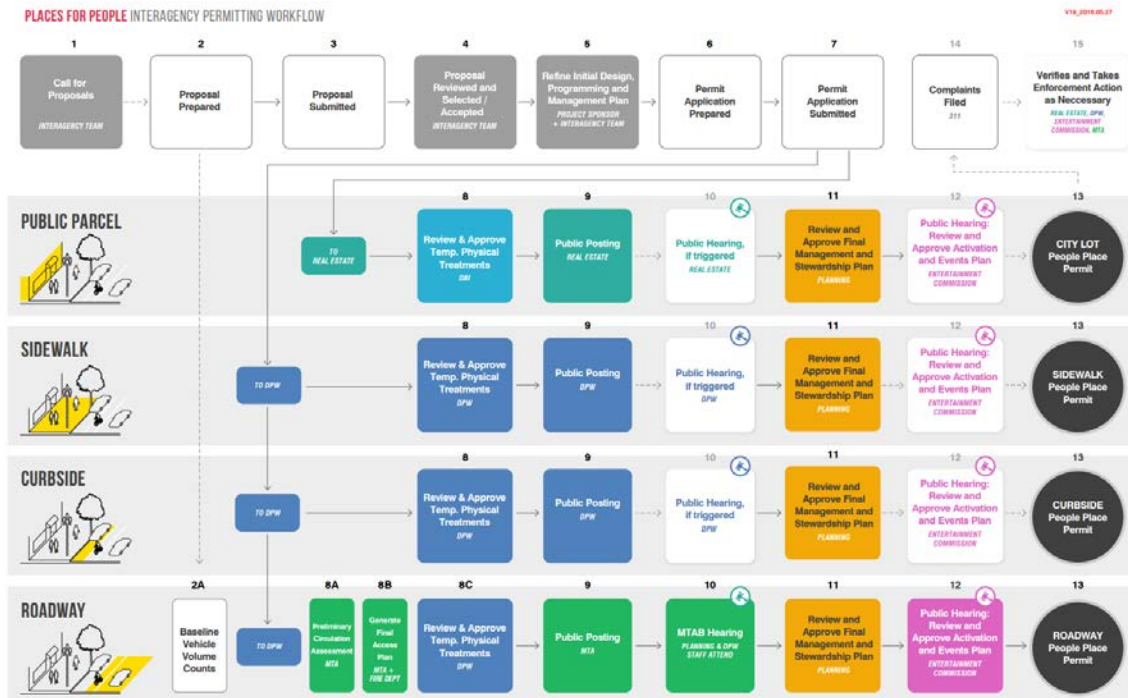
Images from City of Austin; City of San Francisco

## People and procedures involved in project and permit development

Los Angeles' People St program, New York's Pedestrian Plaza Program, and Austin have a single point of agency contact, typically a program manager, who guides built projects through the permitting process. People St's permit development process has been streamlined because material types are all pre-approved by the Public Works department. Once an application has been received, People St's program manager sends it to Public Works for an A-Permit. Austin's project types vary widely; the program manager personally reaches out to appropriate departments for permits.

Events-based programs, such as Play Streets and Block Parties, require a simple permit from the appropriate agency. These agencies have multiple points of contact.

San Francisco's new ordinance created a new People Place Permit. Below, materials map out the interagency permitting workflow.



San Francisco's. Below, developed materials that map out the interagency permitting workflow for the People Place Permit.  
Images from City of San Francisco

## Application Evaluation Criteria

Most cities have clear project selection guidelines or criteria specified in an application manual. Criteria can be citywide or site-specific.

- SDOT's Pavement to Parks and Tactical Urbanism projects are city-initiated. Site prioritization criteria take into account areas in need of public open space and safety improvements, existing SDOT plans and projects, social equity, and traffic circulation. They are currently working to develop a community-led process for creating new projects.

- Los Angeles' People St program applications list considerations, not criteria, for proposal selection. These are: organizational capacity (see section above), site location, site context, community support, and access needs for public spaces.
- In New York, Pedestrian Plaza applications are reviewed and evaluated based on how well the project furthers the city's strategic goals as published in PlanNYC and by site-specific criteria. Site-specific criteria include: neighborhood open space, community initiative and support, site context (land use, proximity to transit), organizational capacity, and income eligibility of the applicant.
- San Francisco's Pavement to Parks program uses an opportunity map to screen projects to ensure geographic equity and access.

## Appeal procedures

San Francisco's Pavement to Parks is the only program with appeals procedures. Anyone can appeal the permit within 15 days of its approval. If there are objections from the public, the Department of Public Works (DPW) will schedule a public hearing to hear testimony for and against the project. The DPW director may approve or deny the permit based on this testimony.

## Allowances for permitting processes depending on applicant experience

None of the peer cities indicated that the process or requirements would be different if someone comes in without design or government experience.

## Types and amount of fees for applications and permits

Permits for built projects are generally issued by public works departments. For street events, permits are generally Street Activity Permits, Street Use Permits, and Street Closure Permits issued by the transportation or streets department. Additional permits are required for dining and vending, banners, or open flames. New York City's Office of Citywide Event Coordination and Management offers 13 different permit types for street events on their website (several are shown at right).

Costs to the applicant vary depending on program type, ranging from free to \$125. Details of permit types and fees can be found in Figure 6-1 in the Appendix.

Time to get a permit varies. Events and play streets can be permitted as quickly as two weeks (SDOT Play Streets). People St helps facilitate permits for parklets and plazas and the process takes only a couple of weeks. In Philadelphia, the website advises Pedestrian Enhancement Permit applicants that the application process will take several months and



NYC Permit Types

Images from City of New York

require meetings. On average, built projects (such as plazas and parklets) take six to eight weeks to permit.

The mechanism for determining rates is often established by the issuing entity. For example, Philadelphia's Pedestrian Enhancement Permit fee was established by the Street Department's Right of Way Unit. Los Angeles' A-Permit rates differ depending on the project and are set to pay for city staff time to inspect parklet construction in the field.

In San Francisco, new rates were established in the 2016 Places for People ordinance, which codifies the Pavement to Parks program. It states that fees for People Places Permits should be one-half the fees that Public Works is authorized to charge for a permit granting permission to occupy a portion of the public ROW.

### **Notification and Support Processes**

Cities commonly require proof of public support by community or adjacent business and property owners. Los Angeles, New York, Philadelphia, and San Francisco all have such requirements. Block Party events in Philadelphia must have support from residents and businesses within 75 feet, including individual residents of apartment building (not just apartment building owners).

For longer duration projects, community support is gauged through intercept surveys (Seattle, Los Angeles, San Francisco) and performance evaluations (Los Angeles). For example, neighborhood perceptions of the Great Street project and surrounding neighborhood are collected via pedestrian intercept surveys. Pedestrians rank the following statements according to their level of agreement (strongly agree, do not know, strongly disagree):

- This neighborhood is clean and well maintained
- This neighborhood is safe
- This neighborhood is attractive
- This neighborhood is active and lively
- This neighborhood has a strong identity

Results are published as part of project before/after reports (see Activation Tactics chapter for more information about performance measures and reporting)

### **Permit Enforcement**

Most cities reserve the right to revoke permits in the case that agreements are violated. For example, in Philadelphia, permit violations may result in relocation of a plaza or termination of the agreement. Community members can also terminate the agreement with 30-day written notice. In Seattle, neighbor complaints about Play Street agreement violations are followed-up by city staff with calls or visits to the site, if needed. Overall, interviewees indicated that enforcement of permit agreements was not a major concern. In New York, depending on the violation, plaza program staff will help community partners keep up with agreements.

### **Flexibility and Getting to Yes**

Agencies allow for flexibility in projects once the application has been accepted. In Austin, flexibility in the project is supporting a "culture of yes." Many NPP projects are so far out of the box that the first response is no way. The program manager asks, "if we did do this, how could we make it work?" and does not stop after the first 10 "no's." NPP sets up the application and budget and plays it by ear like any other project, allowing for changes mid-stream if necessary.

Similarly, in San Francisco, the advantage of creating projects that are temporary and experimental in nature is that they can be pulled or changed mid-stream. There have been six Pavement to Parks projects pulled off the street since they were first installed. A majority were pulled because that street was receiving major capital investment—repavement, widened sidewalks, etc.—through a larger urban design and streetscape program. Other projects have been pulled because the social dynamic in the neighborhood changed to be ill-suited to this kind of public space. For example, after four years and several design iterations, a group of parklet sponsors decided to pull their parklet due to disruptive late night activities. The Pavement to Parks project does not perceive this as a failure, but as a lesson learned. The parklet is still considered a success because the neighborhood experimented.

## Program Costs

- **Program budgets.** In Seattle and Los Angeles, program budgets are based on project costs and the number of expected projects per year. The budget for the People St program varies from year to year and is based on previous installation costs and the number of projects they plan to install during each cycle. Seattle's Pavement to Parks programs costs \$280,000 per year, with roughly \$70,000 per Pavement to Parks project and \$10,000 per Tactical Urbanism project. In New York City, the annual capital budget for the pedestrian plazas program is \$6 million.
- **Materials.** SDOT provides four signs to each Play Street host, which cost \$80 per applicant. SDOT currently covers the costs of running the program and does not seek cost recovery. The program is seen as an investment in promoting activation activities in the right-of-way.
- **Staffing requirements.** Cities range between <1 and 4 full time equivalent (FTE) positions per program, sometimes shared across several staff members or departments. Austin's NPP has one FTE position in the Community Services Division. In Seattle the Adaptive Streets program which houses Pavement to Parks and Tactical Urbanism has one FTE split between two people for program management. People St does not have a dedicated FTE employee, so the team draws from the Active Transportation division. Seattle's Play Streets program development and permitting requires an averages 0.5 FTE. San Francisco's program has the equivalent of four FTEs in several departments: 2 FTEs in the Planning Department, 0.25–0.5 FTEs at MTA, 1.5–1.75 in the Department of Public Works.
- **Funding sources.** Funding sources vary among peer cities and program types. NPP projects are funded from ongoing city capital and operating budgets, typically \$550,000 per year. The program was initiated through a \$1.2 million bond.

## Permit duration

In Philadelphia, pedestrian plaza hosts receive a one-year Pedestrian Enhancement Permit that is renewable annually for up to three years. In Seattle, Play Streets permits are issued for six months at a time, and in San Francisco, Pavement to Parks permits are issued annually. Both San Francisco and Seattle noted that if the permit/maintenance agreements are violated, the permit can be revoked, though this very rarely happens.

## City-Initiated Programs

Trends in programs and projects initiated, managed, and implemented by the public agency:



## **Types of projects**

Projects that are city led tend to involve temporary or permanent installations in the right-of-way. Examples of these are the CityBench program in New York City, Pavement to Parks and Tactical Urbanism projects in Seattle, and pop-up plazas in Boston. Open Streets events also tend to be city led, as seen in New York and Seattle, or involve the city as a partner with a large non-profit organization, as seen in Los Angeles, Philadelphia, and Austin.

## **Permitting requirements**

The majority of placemaking programs in peer cities were initiated and led by community partners. Seattle's Adaptive Streets program, which includes the Pavement to Parks and Tactical Urbanism programs, Boston's Parklets and Playways programs, and New York's CityBench Program are examples of entirely city led programs. In Seattle, because parklets and plazas are city-initiated, they do not require permits. The city is considering ways to allow community members to initiate or suggest locations for pedestrian plazas or parklets, however, this mechanism is not currently in place.

In Boston, Parklets and Playways include Boston Transportation Department, the Department of Public Works, and the Parks Department. When a placemaking project has been approved, the site technically becomes a Parks site. Public Works is involved for anything involving changes to the right of way (e.g. parklets) and the Transportation Department handles the Parklet application and approval process. Community partners pay a permit fee to Boston Public Works for the season for the use of two parking spaces.

## **Maintenance**

A key question facing PBOT is who will be responsible for ongoing maintenance of placemaking projects once they are installed and how this responsibility will be enforced. Furnishings, trash and litter, and landscaping all present potential maintenance needs.

### **Maintenance of Furnishings**

Across the board, community partners are responsible for ongoing maintenance of parklets, plazas, and other installations. Community partners are responsible for ongoing maintenance of furnishings in Los Angeles, New York, Philadelphia, Seattle, Austin, Boston, and San Francisco. Responsibility for maintenance is commonly specified through a signed agreement or a Memorandum of Understanding (MOU).

Seattle's Parklet Support and Maintenance Agreement (for Businesses or for Community Groups) specifies the conditions for partner maintenance of furnishings on a daily, weekly, and annual basis. These are for parklets that are sponsored by a business or community group.

### **Trash Removal and Litter Pickup**

Community partners are responsible for trash removal and litter pickup in Los Angeles, New York, Philadelphia, Seattle, Austin, Boston, and San Francisco. Responsibility for maintenance is commonly specified through a signed agreement or a Memorandum of Understanding (MOU).

Seattle's Parklet Support and Maintenance Agreement (for Businesses or for Community Groups) specifies that partners sweep the surface and surrounding areas, clean the platform, seating, or other elements, remove debris and litter on a daily basis.

## **Landscaping**

Community partners are responsible for landscaping maintenance in Los Angeles, New York, Philadelphia, Seattle, Austin, Boston, and San Francisco. Responsibility for maintenance is commonly specified through a signed agreement or a Memorandum of Understanding (MOU).

## **Maintenance Agreements**

Cities typically enter into a Maintenance Agreement with community partners for ongoing maintenance of physical placemaking projects like plazas and parklets. In New York City, in addition to the standard maintenance agreement, Concession Agreements are available for community partners to bring in concessions to the public space. These agreements have been most successful for groups with high organizational capacity and in very busy areas such as Times Square. Concession Agreements allow for a full scope of revenue-generating activities

## **Liability**

Initial inspections of physical projects are carried out by public works departments in Los Angeles, Austin, Boston, and San Francisco. In Philadelphia, plazas are inspected by the Program Manager, and the Streets Department conducts surprise inspections; so far, no revisions have need to be made to installations due to traffic or other concerns.

In Los Angeles and San Francisco, placemaking projects are initiated by the planning or transportation department and handed over to the public works department for inspections. In San Francisco, when a placemaking project has been approved, the site technically becomes a Parks site. Public Works is involved for anything involving changes to the right of way (e.g. parklets) and the Transportation Department handles the Parklet application and approval process. In Los Angeles, Public Works provides inspectors and issues permits.

Community partners in Boston, New York, San Francisco, Philadelphia, are required to carry liability insurance to cover the parklet or plaza. Typically, the minimum is \$1 million. San Francisco program managers noted that this is typically not a barrier to entry for community groups.

If a community has issues with a plaza that has been built, NYDOT works closely with area residents, business-owners, elected officials and Community Board to define the issues and make changes to make the project work better.

## **Management and Enforcement**

Management and enforcement of good behavior were not commonly cited concerns among program managers in peer cities. Most noted that the city would ultimately be the responsible party in the event of undesired behavior.

### **Enforcement Responsibilities**

Cities are ultimately responsible for enforcement of good behavior (and the law) in plazas and parklets on city-owned property, and during events on city streets.

Play Street events are managed by neighbors in Boston and Seattle. Residents in Seattle agree to station an adult by every street barricade and are expected to comply with other citywide rules like noise, etc. Permits can be revoked if these terms are not met or if neighbors complain.

Complaints from neighbors are followed-up by SDOT staff with calls or visits to the site, if needed. SDOT is also the permitting agency for Play Streets. Over the course of the program, only two instances of complaints have been recorded.

### **Reinforcing Desired Behavior**

There was not a clear trend in the way that cities reinforce good behavior in spaces. In Boston, the applicant is responsible for enforcement in public spaces, whereas in Seattle the city would be responsible. During Seattle's Play Streets events, neighbors are expected to stand near each barricade as a monitor during play. In Los Angeles, the tracking of nuisance behavior over time is a typical performance benchmark.

### **Police Involvement**

Police involvement in placemaking programs is minimal. When programs do work with police, it is typically for traffic management for events, such as ribbon cuttings and opening ceremonies as seen in Austin's NPP projects. Other enforcement occurs as it does within typical streets.

The exception is New York City's Pedestrian Plazas program. City police are very involved in enforcement of rules and regulations in pedestrian plazas, especially in busier plazas (e.g., Times Square). Police are a major partner for the DOT in how the spaces function and what they look like, and help the DOT get over potential hurdles with the community in terms of how the space will be used.

### **Moving from Pilot to Permanent**

New York, Seattle, and San Francisco provide three examples of strategies used to move projects from temporary/pilot to permanent capital improvements.

- The NYDOT Plaza program is designed to move plazas through three stages, the last of which is a permanent capital project. The DOT typically selects new applicants to host a one-day plaza event as a test run and to get local support. If the event is successful, DOT will install a plaza using interim materials. The last step is a permanent plaza, based on community input and the availability of funds.
- Seattle's Tactical Urbanism projects are implemented in areas where there will be future capital funding (as specified by Vision Zero, Safe Routes to School, or Bicycle and Pedestrian Master Plans) to make something permanent.
- San Francisco's Pavement to Parks program identifies places for pilot placemaking projects through the area planning and neighborhood planning process (placemaking can be the interim between existing conditions and what the plan calls for) and then make temporary projects permanent as funding allows.

## Applicability to Livable Streets Strategy

Addressing challenges and opportunities related to technical support for applicants, clarity in the permit and notification processes, policy support, maintenance, and management and enforcement will help answer the question “how can PBOT open the streets for those activities?”.

**Technical support for applicants:** Project advisory committees have expressed the need for additional applicant support in the form of technical expertise. Some peer cities have had success in achieving this by providing a kit of parts/toolbox that streamlines the permit process or designating staff for technical assistance to applicants.

**Clarity in the permit process:** Some peer cities have developed creative visuals to illustrate the permit process. If PBOT wants to encourage more livable streets activities, clarifying the permit process and clearly communicating the evaluation criteria will help more applicants submit well-thought out and complete applications. Additionally, this could help streamline the permit process and reduce staff time needed for permit review.

**Notification process:** It’s common practice to require applicants to gather signatures of adjacent property owners for events but there is potential for PBOT to have event notification coincide with the evaluation of the project’s success. Utilizing surveys or developing a template questionnaire for applicants to distribute can satisfy notification requirements and provide useful feedback that can serve as a baseline comparison prior to the event or installation.

**Policy support:** PBOT has a wealth of policy support for the livable streets strategy as well as from community members, executive leadership, and elected officials. As peer cities have done, PBOT may also need to consider the adoption of new ordinances for new programs or refinement of existing programs. PBOT should keep in mind that data collection will be crucial to maintaining support for these programs in the future.

**Maintenance:** Maintenance is a primary concern for livable streets activities. Some peer cities establish a formal agreement through a MOU that clearly outlines roles and responsibilities related to maintenance. For PBOT, there’s opportunity to expand maintenance responsibilities to public and private partners. Following up with partners to reinforce maintenance agreements may be needed, and should therefore be explicitly stated in the initial agreement. Including ongoing activation/programming in maintenance agreements could keep long-term projects vital and well used.

**Management and enforcement:** Peer cities make a point of applicant readiness prior to permit issuance in an attempt to ensure that the public space will be used as permitted. Educating applicants with PBOT expectations can help inform and prepare applicants for project management. Ultimately, management and enforcement responsibilities fall on the city, including ending projects that are not going well. For each project type, PBOT should consider performance thresholds that result in early termination of a project.

## 5 FOSTERING PARTNERSHIPS AND COMMUNICATION

Some communities have targeted their placemaking efforts toward particular geographic or cultural areas, while others work across the community wherever opportunities are identified. City-led and community-led projects can both benefit from engagement with unique and non-traditional organizations.

This section explores partnership and communication strategies that increase awareness of and participation in placemaking projects. These findings seek to inform the question: ***how can PBOT make placemaking activities more accessible for the public and its implementation partners?***

### FINDINGS

The analysis in Appendix B, Figure 6-2 describes peer city partnerships, and communication strategies that support their various placemaking programs.

### SUMMARY

#### Communications

##### Program Goals

Goals of the placemaking programs are primarily communicated through program websites. Austin's Neighborhood Partnering Program also publishes materials advertising the program and its goals, which are advertised through local news outlets and online. An example from LA's Great Streets program is shown below.



#### ABOUT

##### WHAT WE DO

##### WHO WE ARE

##### WHO WE WORK WITH

##### A LETTER FROM OUR MAYOR

##### FAQ

#### OUR VISION

Mayor Eric Garcetti launched the Great Streets Initiative to help re-imagine neighborhood centers, one main street at a time. Our streets are the backbone of our neighborhoods – the places where we live, work, learn, and recreate on a daily basis. All of our great neighborhoods deserve Great Streets that are livable, accessible, and engaging public spaces for people.

In partnership with the Mayor's Office and City Council, a team of diverse stakeholders identified the first phase of project areas to develop community partnerships and receive targeted city services to activate the streets as public spaces.

#### OUR GOALS

- Increased Economic Activity
- Improved Access and Mobility
- Enhanced Neighborhood Character
- Greater Community Engagement
- Improved Environmental Resilience
- Safer and More Secure Communities
- Improved Public Health

Image from <http://lagreatstreets.org/what-we-do/>

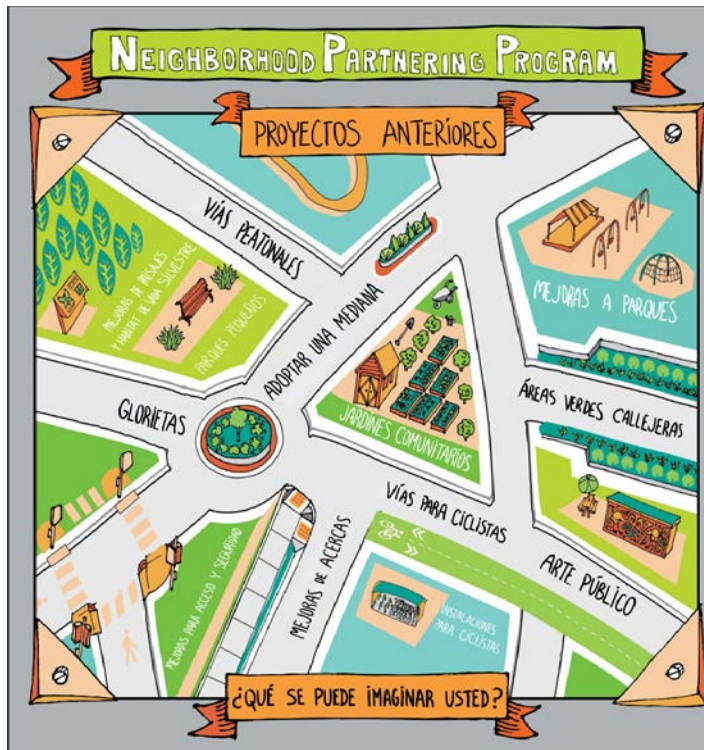
## Engagement

Peer cities use a range of methods to distribute information about the opportunity to develop and participate in placemaking projects: briefings to city council members, city website, social media (Facebook, YouTube, and the Nextdoor app were all mentioned), information sessions in different neighborhoods, presentations to neighborhood and community groups, and direct outreach to schools, community groups, and local organizations. Los Angeles and Austin both emphasized the importance of bringing the information out into the community, and targeting outreach to groups that may not otherwise find the information online. New York hosts public visioning workshops that are open to everyone to solicit input that helps to form the basis for all plaza designs.

Conducting outreach is recommended as a way to identify community partners. People St found that outreach to city council members was effective in bringing in community partners. They also presented directly to community groups in different neighborhoods. As the level of outreach has decreased (due to staff capacity), People St has experienced a decrease in interested groups coming forward. However, they have continued to have enough applicants to meet program targets so they do not anticipate increasing outreach.

Materials tend to be graphic, and are often translated into multiple languages. An example of Austin's Neighborhood Partnering Program outreach material that shows past project types and asks, "what can you imagine?" is shown below.

For city-led programs, such as Seattle's Adaptive Streets program, the city solicits community input through direct conversations with businesses and public notice mailers that are sent out before the projects are installed. Most Pavement to Parks projects include an on-site outreach event to pilot the street conversion and gather ideas on the concept.



Austin Neighborhood Partnering Program Bilingual Promotional Materials  
Image from City of Austin



## Partnerships

The Bureau is looking for ways to sustain the Livable Streets Strategy through community, business and nonprofit partnerships that create innovative, well maintained, and social projects. The majority of placemaking programs in peer cities rely on community partnerships for ideas and stewardship. Peer cities provided the following information regarding fiscal partnerships and readiness and/or financial stability of community partners.

### Fiscal Partnerships

New York allows partners to enter into a concession agreement to generate revenue from subconcessions, limited sponsorships and commercial events. All revenue must go back into the maintenance, management, and operation of the plazas. A NYDOT fund also helps lower income neighborhoods with maintenance of plazas.

### Program Funding Partnerships

Community partners are responsible for 100% of funding for programming in pedestrian plazas in Los Angeles, Philadelphia, and San Francisco. Seattle offers city grants for funding programming. Boston allows responsible community partners to partner with other community organizations for programming. Although Austin's program provides matching funds for installation of projects, the project does not fund programming.

### City Matching Funds

Programs in Los Angeles, Seattle, Austin, and San Francisco provide funds, matching funds, and staff time. Austin provides matching funds for NPP projects. The applicant match can also be in-kind contributions such as professional or volunteer labor. Program managers often dedicate significant staff time helping community partners both before and after their applications have been submitted.

### Community Partner Readiness

Cities use the application process to assess the readiness or financial stability of potential community partners. The application for both Parklets and Playways in Boston includes a proposed budget/maintenance plan and proof of liability insurance. Similarly, the People St parklets and plaza application materials specify that applicants must be able to fund design and materials procurement and conduct ongoing maintenance of the site. Finally, New York City's one-day plazas are a way to test the readiness and capacity of a community partner before approving a more permanent installation.

## Applicability to Livable Streets Strategy

Addressing challenges and opportunities related to strategic communications and outreach, and financial support for applicants will help answer the question “how can PBOT make these activities more accessible for the public and its implementation partners?”.

**Strategic communications and outreach:** Some peer cities have successfully coordinated internally to establish contacts with new community partnerships. PBOT can leverage existing city resources and coordinate with other bureaus to help expand program outreach and connect with communities in areas with few livable streets activities.

**Financial support for applicants:** Project advisory committees have expressed the need for additional financial and technical support, particularly those who identify as low-income. Some peer cities provide match funds to applicants while others relieve some of the financial burden on applicants by providing materials. This support would be particularly beneficial to encouraging more livable streets events in communities of concern.

## 6 LESSONS LEARNED

Although summary information is provided for each of the central questions in PBOT's Livable Streets Strategy development, general conclusions are offered below.

### GENERAL CONDITIONS FOR SUCCESS

Among peer cities, the following general conditions support the success of placemaking programs, regardless of program type.

- **Strong mayoral support.** Almost all peer cities reported the critical role of the mayor in establishing placemaking programs—examples include Los Angeles's Sustainability pLAn, New York's PlaNYC, and San Francisco's Pedestrian Strategy and Vision Zero commitments.
- **Strong executive support.** Austin's Neighborhood Matching Fund program was created through a 2009 City Council resolution directing the City Manager to develop a program to support neighborhood improvement projects. Strong executive support throughout SDOT and the mayor's office helped SDOT launch the Play Space pilot and grow the program.
- **Dedicated staff.** Formalizing an FTE position along with the program is recommended. Staffing for the programs vary from 1 to 5 FTE but few programs have dedicated specific program-only staff. Exceptions are Austin where the Neighboring Partner Program has a full time Program Manager in Public Works and Philadelphia with a Pedestrian Plaza Program Manager. A lack of staff capacity has made it difficult to continue Boston's parklet program. Seattle's Adaptive Streets program is run by one FTE; split between two people for program management, plus road crew support. Overall program development and permitting time for the Play Streets program averages ½ FTE. San Francisco's Pavement to Parks program utilizes 2 FTE in Planning, 1.75 in Public Works, 0.262 in MTA.
- **Prioritization.** Some cities include geographic balance as part of application criteria. Others consider geographic balance when evaluating the program and doing outreach.
- **Design standards.** Design guidance and standards are often developed specifically for the program, and vary from strict to loose. LA's People St program's Kit of Parts does not allow for variation in design or materials. Seattle has "tactical toolkit" for Pavement to Parks projects that specifies standard materials such as paint and gravel, but still allows adaptation based on community input. On the other end of the spectrum, San Francisco has loose design parameters for Pavement to Parks plazas and parklets that encourage flexibility and creativity.
- **Moving projects from temporary to permanent.** How the project moves from temporary to permanent is dependent upon the program's overall goals—is the program intended to be temporary and experimental or be a placeholder for eventual capital

improvements? Seattle's Adaptive Streets project sites are often areas where future capital projects are planned (e.g., temporary protected bike lane in accordance with the bicycle master plan). In San Francisco, Pavement to Parks projects are intended to be a one- to three-year installation to demonstrate the concept, without commitment to permanent capital projects. This strategy is not well supported by local advocates.

- Implementation process. Cities provided the following insights into how the process of implementing placemaking initiatives has changed during the life of the program (with regards to the application, permitting, design or implementation process):
  - LA People St used the pilot process as a way to learn and understand how a formal program should work. Once they had pilots implemented and on ground, they learned from them, and reported on feasibility to city council. They were able to show city council that it was not only feasible, but they have it piloted and want to open it, and could show community demand. This helped with excitement for the program. Officials were excited. Mayor was supportive and issued Great Streets as his first Executive Directive.
  - Seattle Play Streets: there were a few blocks where people tried to apply for seven days per week as de-facto traffic calming. Those requests helped the city understand the need to craft maximum time (3 days, 6 hours) rules that gives flexibility, make use of street, and are not an excessive burden on neighbors.
  - Seattle Adaptive Streets started setting aside a maintenance reserve in the budget after experiencing storms that destroyed umbrellas that had to be replaced and experiencing increased deployment of road crews to do basic maintenance and provide and replace amenities.
  - Austin NPP permitting and review process is getting faster as program managers become more experienced. It used to take 20 months, now averaging 15 months including 4 months of application vetting and getting approved. Once approved, projects take about a year to be permitted.
  - In Philadelphia, an operational adjustment will be made placing the plazas and parklets program under the realm of the new Complete Streets director. Through this change they hope to spark new interest in the program, develop trainings, and hopefully see more projects through.

## RECOMMENDATIONS

Results from this research effort are intended to inform the main questions of the Livable Streets study project overall. From these interviews, research, and review of program materials the following are initial recommendations for the Livable Streets Strategy:

### What are the activities Portland wants on its streets?

There are endless creative ideas about what kinds of projects should be encompassed under the Livable Streets Strategy. To help filter these ideas, PBOT is aiming to focus on developing program areas that have proved to be challenging for PBOT in the past. Based on recent project committee input, the following potential program areas are proposed for the Livable Streets Strategy:

- Activated pedestrian plazas and parklets
- Creative uses of underutilized right-of-way and alleys
- Demonstration projects
- Event-based activities in the right-of-way
- Community-inspired Open Streets initiatives
- Play Spaces in the right-of-way

Key recommendations for PBOT moving forward include:

- Consider a required programming and activation plan as part of the application process.
- Develop a well-defined typology around project duration.
- Develop a strategy to ensure diversity amongst location, street types, land uses, and community contexts.
- Establish clear data collection methodology for selected program areas.

### How can PBOT open the streets for those activities?

The Livable Streets Strategy is supported by extensive overarching policy support. However, there is need for additional specific policy direction for certain program areas. A closer look at existing ordinances, administrative rules, and code, will illuminate necessary implementation needs that can streamline the permit process.

Beyond this policy and regulatory authority, PBOT should also focus on how internal processes and coordination can be improved in order to make the activities Portland wants to see in the streets a reality.

The following lessons from peer cities inform the creation of a governance process that gets the city and its partners to “yes” as easily as possible, while still meeting the goals and requirements of PBOT and its partner agencies.

- Review existing policy, regulatory, management tools for streamlining process and actual implementation of programs and projects.
- Review existing administrative rules, ordinances, and code for making necessary changes to support livable streets strategy or adopting new code to facilitate

implementation of program areas. Use pilot process to determine details of programs before embarking on this task.

- Use a pilot process to establish relationships with new community partners and evaluate the results of new or unfamiliar projects to inform future, more permanent installations or roadway changes.
- Leverage existing types of city permits or modify them to support placemaking projects in order to avoid the need of creating new permits, processes, or departments to oversee them.
- Provide technical support that helps streamline the permit process.
- Clarify the permit process and clearly communicate the evaluation criteria to potential applicants.
- Establish clear goals for the program and tie the project evaluation criteria for sites/projects back to these goal areas. Consider asking applicants to relate their project to each of the goals as part of their initial thinking about the project.
- Expand maintenance responsibilities to public and private partners.
- Consider performance thresholds that result in early termination of a project.

## **How can PBOT make these activities more accessible for the public and its implementation partners?**

Beyond internal coordination, PBOT has opportunity to expand livable streets activities to new communities and gain support from community partners. The following partnership and communication strategies are recommended to foster awareness of and participation in PBOT's Livable Streets Initiative:

- Consider developing a pre-approved list of materials and designs to expedite and streamline the permitting process for built projects such as plazas, parklets, and tactical urbanism/demonstration projects.
- Conduct outreach in targeted areas or to non-traditional groups to find community partners with capacity and interest in placemaking. Consider a reduced fee or assigning a city staff liaison to provide on-going technical support as they navigate the process.
- Be flexible that the outreach in targeted areas could result in requests for activities that have not yet been anticipated.
- Be flexible and allow for experimentation by providing community partners with opportunities to propose new project types and communicate regularly with them regarding the reasons for acceptance/rejection.
- Explore options to provide financial or in-kind support to applicants.

## **NEXT STEPS**

This research provides understanding of the life and limits of livable streets initiatives in other cities. Results from this research effort inform the main questions of the Livable Streets study project overall, and will help PBOT craft a Livable Streets Initiative that is flexible, approachable, and equitable.



# Appendix A Interviewees

## Austin, TX

### Janae Ryan

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# Appendix B Findings Tables

Figure B-1 Summary of Governance, Policy, Regulatory, Procedural, Management, and Permitting Findings<sup>7</sup>

	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
Permitting Procedures							
Permit Types	Parklets and Plazas: <a href="#">A-Permit</a> from LADPW	One Day Plaza Events: Street Activity Permit, Banners require DOT Banner Permit  Street Seats: Permission notice from DOT  All Plazas: DOT and the Partners must apply to the Franchise and Concession Review Committee (FCRC) for authorization to enter into a Concession Agreement  Permit types and fees are available <a href="#">here</a> .	Play Streets require Street Use Permit (Chapter 15.04 of the Seattle Municipal Code, Use and Occupation Permits)  Neighborhood Matching Fund projects vary.	Plazas: One-year Pedestrian Enhancement Permit, renewable for up to three years.  Block parties: Street closure permit. Additional permits required for alcohol or vending.	Varies depending on project type. May require street use or construction permits. Examples include: <ul style="list-style-type: none"><li>Excavation Permits from ATD</li><li>Temporary Right of Entry permit</li><li>Use of the Right of Way Permit</li><li>Driveway/Sidewalk Permit</li></ul>	Play Ways : Street closure permit, Additional permits are required for food vending, entertainment, or admissions, use of propane or open flame, and serving alcohol	Parklets: Sidewalk/landscaping permit and sidewalk dining permit.  Places for People Permit
Applicant Qualification Requirements	Liability insurance requirements	Plazas: Organizations operating in New York City Incorporated in New York State and compliant with annual State and Federal filing requirements  Located near or have a mission that serves or relates to the geographical target area of the proposed plaza  Insurance and indemnification requirements	NA	Liability insurance of at least \$1 million, workers comp	Eligible applicants are: Neighborhood Association registered with the City of Austin  Neighborhood Plan Contact Team  Community service associations  Educational, ethnic, cultural, or religious organizations	Liability insurance of at least \$1 million for Parklets	Must be a business or community organization (Community Benefits District, Non-profit, etc), able to provide liability insurance of at least \$1 million, indemnify the city
Applicant readiness considerations	Organizational capacity to conduct outreach,  History of public realm improvements,  Capacity for maintenance and programming,	Organizational and Maintenance capacity is one of the evaluation measures for applicants. Organizations must have a board of directors.	Staff decision	Capacity to install, clean and maintain a pedestrian plaza, evidence of community supports.	The responsible entity must demonstrate that it has a core team made up of at least 3 persons, each from different households. Responsible entities do not have to have standing as a formal tax exempt organization (e.g. 501(c)(3)) to qualify for the NCSP funds. However, they must meet financial requirements of all third party grant applications (i.e. federal,	Proof of community support, preliminary designs, budget/maintenance plan and proposed programming.	Organizational capacity and proof of public support

<sup>7 7</sup> Lightly shaded grey boxes indicate a lack of information on this question.

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	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
					state, or private grants) as stated in the grant requirements if they are applying for GAP funds, and if they will be responsible for managing funds under the grant program.		
Support for novice/ non-professional applicants	Yes	No	No	No	Yes	No	No
Single or multiple points of agency contact	People St Program manager	Multiple (NYDOT)	Multiple (SDOT)	Pedestrian Plaza Program Manager	NPP manager		Multiple (Planning, PW, SMFTA)
Public notification requirement	All adjacent businesses and property owners must be notified. Letters of support must come from the local Council District Office, nearby entities whose street parking will be affected, and adjacent property owners.	Adjacent properties and businesses, Community Board	Play Streets: must show examples of neighbor notices; signatures optional	Residents/businesses within 75'	Projects must be approved by the appropriate neighborhood association/organization and demonstrate approval by a minimum of 60% of the stakeholders directly impacted by the project.		All fronting property owners.
Application schedule	People St: Annual  Great Streets: Annual	Plazas: Annual Others: Rolling	Rolling for most projects, three times a year for Small NMF projects, annual for Large NMF projects	Rolling	Bi-annual	Rolling	Rolling for Plazas, RFP are issued for Parklets
Selection requirements include geographic balance, cultural balance or any other equity lens	No	About 75 locations in low income neighborhoods and neighborhoods with insufficient open space are prioritized.	Site prioritization criteria take into account areas in need of public open space and safety improvements, existing SDOT plans and projects, social equity, and traffic circulation.	Not currently; though, this is a goal as the programs are further developed.	Geographic equity is one of six main evaluation criteria for NPP Cost Share proposals: Geographic Equity (15 points) - Additional points will be awarded to neighborhoods from underrepresented areas based upon previous NPP project awards.		Opportunity map to screen projects to ensure geographic equity and access.
Traffic or other street requirements	Both Plazas and Parklets must be on neighborhood streets with speed limit of 25 mph or below, 30 to 35 mph streets are reviewed on a case by case basis. Parklets must be at least one parking space away from a street corner in a parking line that is 8' wide or greater.	DOT conducts the same types of analysis for plazas that it conducts for other projects. Analysis may include traffic and pedestrian counts, crash data, parking impacts, nearby bicycle, bus, or truck route impacts, surrounding land uses and access to transit and open space. In some cases, a full traffic study may be required.		Pedestrian plazas should utilize excess roadway that does not play an integral role in circulation.  Adjacent streets should have posted speed limits of no more than 25 mph.  Pedestrian plazas should be located near commercial activity or other uses that generate significant volumes of pedestrian activity.	All proposed projects must be on City-owned property, have a community benefit and be publicly accessible.		Plaza: Under-utilized roadway. Parklet: speed limit of 25 mph or less (higher speed limits considered on case by case basis), grade of 5% or less, in certain types of parking zones at least one parking space distance from the corner.

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What are the other qualification requirements	NA	NA	NA	NA	NA	NA	Site appropriateness considerations include surrounding land uses and potential to improve bike and pedestrian safety.
Clarity of application process	Very	Very	Play Streets: Very Clear	Very	Average. Applicants are assisted by program manager with the process.		Very
Permit review and approval lead	DOT, Public Works	DOT	Play Streets and Adaptive Streets: SDOT Staff NMF Applications: Dept. of Neighborhoods	Streets Department (Office of Transportation & Infrastructure Systems), Risk Management Office	Depending on the project type, applications are reviewed by: Parks and Rec, Public Works, Economic Devel, Transportation, Planning and Development Review, Watershed Protection, Austin Parks Foundation, Parks and Recreation. The NPP Manager coordinate.	Parklets and Playways include Boston Transportation Department, the Department of Public Works, and the Parks Department.	Planning, MTA and Public Works staff
Other reviewers	No	No	No	No	Yes. Review Board consists of Department Directors of Public Works, Austin Transportation, Planning and Development Review, Parks and Recreation Departments, and the Watershed Protection Department.	No	No
Appeal process	No	No, but the three stages in the life of a plaza (see below) allow the public to provide input at every step before a project becomes permanent.	No	No	No		Anyone can appeal the permit within 15 days of its approval. If there are objections from the public, DPW will schedule a public hearing to hear testimony for and against the project. The DPW director may approve or deny the permit based on this testimony.
Strategies for moving projects from temporary to capital	People St: NA	The Plaza program is designed to move plazas through three stages, the last of which is a permanent capital project. The DOT typically selects new applicants to host a one-day plaza event as a test run and to get local support. If the event is successful, DOT will install a plaza using interim materials. The last step is a permanent plaza, based on community	Most tactical urbanism projects are in areas where there will be future capital funding (vision zero, safe routes, bike/ped master plan) to make something permanent.	Currently, there is no strategy for this. The program as it is structured relies on the investment of the permittee. Should a permittee seek to move a temporary pedestrian plaza to a permanent capital improvement, the City would review and consider the project. The City would likely support the transition to a	All projects are permanent		Identify places for pilot placemaking projects through the area planning and neighborhood planning process (placemaking can be the interim between existing conditions and what the plan calls for) and then make temporary projects permanent as funding allows

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		input and the availability of funds.		permanent improvement if the permittee can fund it.  Recently, the City of Philadelphia hired a Complete Streets Director. These policies and programs are surely to evolve under her guidance. In the near-future, any plans to transform temporary projects into permanent improvements would be contingent on grant funds.			
How are application and permit fees established	A-Permit costs \$200 to \$1,000 depending on project complexity. Permit pays for city staff time to inspect.						One-half the fees that Public Works is authorized to charge for a permit granting permission to occupy a portion of the public ROW.  Fees established as part of Places for People ordinance (see below).
Costs to applicant	No cost to apply. A-Permit costs \$200 to \$1,000 depending on project complexity.	Plazas: Application is free. Permit types and fees are available <a href="#">here</a> . Summer and School Play street permit costs are not currently available.	Play Streets: Free permit	\$125 Plaza permit fee to cover review and inspection	Depends on project type and budget.	Parklets: \$340 seasonal permit fee to PW for the use of 2 parking spaces	People Place Permit Fee Other Fees
Program Costs / FTEs for City	No dedicated FTE employee, the team draws from the Active Transportation division. Requires commitments from other DOT staff (engineers, geometric design staff) and from Public Works. The budget for the program varies from year to year and is based on previous installation costs and the number of projects they plan to install during each cycle.		One FTE split between two people for program management Pavement to Parks: \$280k/year, \$70k/project. Adaptive streets averages \$10k/project. Play Streets program development + permitting times averages 0.5 FTE.	Pedestrian Plaza Program Manager	NPP projects are funded from the appropriate City capital and operating budgets. The full time equivalent (FTE) positions necessary to administer the NPP are provided within Community Services Division. Staffing support from other Divisions within PWD and from other impacted agencies directly related to the execution of approved projects are calculated into the cost of each project proposed for funding. However, staff time for the review of NPP proposals and participation in Evaluation Panels are considered to be part of ongoing and routine operations and are be reimbursed from the NPP.		Two FTEs in Planning Dept. 0.25 – 0.5 FTE at MTA, 1.5 – 1.75 at DPW.



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Placemaking considered as public benefit in land development	Steer developers toward more permanent streetscape projects.			Yes	Yes. Developer in-leiu fees are sometimes used to fund community placemaking projects.		
Applicant challenges	<ul style="list-style-type: none"><li>▪ Application process isn't an issue.</li><li>▪ Management of construction can be a challenge process for parklet.</li></ul>			<ul style="list-style-type: none"><li>▪ Financial barriers</li><li>▪ Design of projects</li><li>▪ Parklets are seasonal; taking out and storing parklets in winter is a barrier specific to NE.</li></ul>	Budget estimates are challenging for applicants.		
Permitting Process for City-Initiated Projects							
How do the above procedures vary if the permit is initiated, managed, and implemented by the City? (ie demonstration or tactical urbanism projects)	NA		NA	NA	NA	NA	NA
What is public review process for city led projects	NA	Community boards are given the opportunity to comment on each significant change to the streets	NA	NA	NA	NA	NA
Name permits for City led projects	NA	Not usually required.	Pavement to Parks and Tactical Urbanism: Permits not required for SDOT led projects	NA	NA	NA	NA
Codes, Policies, and Regulations							
Program enabling code	For plazas, to temporarily take the street segment out of circulation, People St uses a provision of the California Vehicle Code.  For parklets, sought City Council authorization to administer program.	New York City Council enacted a local law in April 2016 authorizing DOT to create rules governing pedestrian plazas. As a result, DOT <a href="#">issued rules that provide a regulatory framework for DOT's pedestrian plazas</a> [Administrative Code § 19-157]	NA	<a href="#">Philadelphia 2035 (comprehensive plan)</a> specifies "4.2.3h Launch a pedestrian plaza program"  Philadelphia Complete Streets Design Handbook lists "Public plazas and street-level activities" among its "Pedestrian Design Priorities"	Council Resolution No. 20090924-72 directing the City Manager to develop a neighborhood matching fund program to provide City support for neighborhood improvement projects.		<a href="#">Department of Public Works Director's Order No 183392</a> established guidelines for Parklets.  2013 SF Pedestrian Strategy Goals and Actions - 20 parklets and one plaza per year.  <a href="#">Places for People legislation</a> adopted in October 2016 [Administrative Code Chapter 94A]
Already existing code, policy, or regulatory language that enables the program -	Mayor's Sustainability pLAn and LADOT Strategic Plan Livability chapter.		Move Seattle	Philadelphia Code was amended in order to provide the authorization of certain pedestrian enhancements to occupy, by license, a portion of the right-of-way, all under certain terms and conditions. (Bill 13095001-A02)	Imagine Austin: Action S A21: Develop the capacity of geographically-based communities of interest (i.e., neighborhood associations, community organizations, schools) to take ownership of their areas and share information and best practices	Draft GoBoston 2030 Goal: Develop public spaces on streets and at transit stations that are welcoming, clean, and fun	Placemaking is supported by the General Plan- it is called for in the Transportation, Mobility element.

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					with one another to achieve shared goals (p. 259)		
Desired code, policy or regulator language that enables the program	NA – no new ordinance needed for People St.			NA – desired code elements adopted in December 2013		Draft GoBoston 2030 Goal: Develop public spaces on streets and at transit stations that are welcoming, clean, and fun	NA – desired code elements adopted in October 2016
Polices in place that assure geographic and cultural equity in selection process?	NA			Not at present.			
<b>Maintenance</b>							
Responsibility for furnishings maintenance	Community partner	Community partner	Community partner	Community partner	Community partner	Community partner	Community partner
Responsibility for maintenance of trash and litter	Community partner	Community partner	Community partner	Community partner	Community partner	Community partner	Community partner
Landscaping responsibility	Community partner	Community partner	Community partner	Community partner	Community partner	Community partner	Community partner
How is the maintenance codified	People St Plaza MOU, People St Parklet MOU	Agreement between DOT and community partner					
Recourse if permit or maintenance agreements are violated	Can terminate agreement and/or remove project	Can terminate agreement	Can revoke permit		Projects can be removed		Can revoke permit
<b>Management</b>							
Installation inspection	Public Works	DOT			Public Works Construction Inspection Division	Public Works	Public Works
Inspection over time	Partners	DOT			NPP monitors long term		Public Works
Sample maintenance and other agreements.	People St Parklet MOU, People St Plaza MOU						
Renewal terms			Play Streets: apply at any time in the year, but permits will be issued for a maximum of six months at a time.	Plazas: One year permit is renewable for up to three years	NA		Annual renewals are based on compliance with stewardship responsibilities and other regulations.
Ongoing public input strategies	People St: email list and website, workshops to generate interest in each application cycle			No. Only public input currently is during the application process. Permit applicant is required to demonstrate community support.			
Process for removing or altering temporary projects before permit expires	Specified in the MOU between city and partner; typically responsibility of partner, at the discretion of the city.	DOT works closely with area residents, business-owners, elected officials and Community Board to define the issues and make changes to make the project work better.	The Adaptive Streets projects are all SDOT-installed, and therefore, are not permitted to a private entity. Each project has a 1-3 year lifespan as a temporary installation, and SDOT looks for “exit strategies” (e.g., future City capital projects, future private	Plaza application specifies terms for relocation or termination of agreement.	Projects and materials are altered as needed during implementation.		

	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
			development) before the interim treatments are installed.				
Enforcement							
How and who reinforces desirable behavior							
How and who enforces against nuisance and illegal behaviors	NA	NA	Neighbor complaints are followed-up by city staff with calls or visits to the site, if needed. Only two instances of that in two years.	NA	City	Play street events are managed by neighbors	NA
Are there unique traffic enforcement procedures put into place? By police or contractors?							
How involved is the City Police agency?	Not involved	Very involved in enforcement of rules and regulations in pedestrian plazas, especially in busier plazas (e.g., Times Square)	Not involved	Not involved unless requested by the community.	Ribbon cuttings, opening ceremonies		Not involved

Figure B-2 Accessibility Findings: Fostering Partnerships Making the Program Available to Public and Implementation Partners<sup>8</sup>

	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
Communication							
Methods of communication regarding program goals	Website	Website	Website	Website	Advertising through local outlets, web-access, and community interaction	Website	Website
Method of communicating opportunities to participate	Council staff briefings in different geographic areas of city	DOT informs the public about Plaza Program opportunities via the City record, DOT website, social media, information sessions in each borough and presentations to borough boards and at district service and cabinet meetings. DOT also contacts housing, environmental, business, cultural, and health organizations and nonprofits, as well as all business improvement districts citywide. DOT holds public visioning workshops that are open to everyone to solicit input that helps to form the basis for all plaza designs.	Outreach to schools and community groups to kickstart the program, Information is also provided online and in the Play Streets Handbook	Website	Advertising through local outlets, web-access, and community interaction		Website
Fiscal or In-Kind Public and/or Private Partners							
Types of required partnerships	Community partners: non-profits, businesses, other community groups	City, state and federal funding. Community and agency partners	Inter-agency and community groups	Community partners: non-profits, businesses, other community groups	Community partners, federal state or private grantors	Inter-agency and community partners, foundations	Agency and community partners: non-profits, small businesses, neighborhood orgs Interagency Partnerships governed by Interagency MOU for <a href="#">Parklets</a> and <a href="#">Pavement to Parks Program</a>
Requirements for project partnerships	Business Improvement District (BID), Community Benefit District (CBD), Chambers of Commerce, Ground-floor business owner, Fronting property owner, Nonprofit and community-based organizations, Other eligible Community Partners may be considered on a case-by-case basis.	Yes	No, Staff decision	Insurance requirements (standard small business/ non-profit)	Neighborhood Association registered with the City of Austin Neighborhood Plan Contact Team Community service associations Educational, ethnic, cultural, or religious organizations	Partners must prove they have community support, present preliminary designs and budget, have proof of liability insurance	Requires up to \$1 million liability insurance. Staff decision based on organizational capacity. Typically non-profits, businesses, neighborhood groups.

<sup>8</sup> <sup>8</sup> Lightly shaded grey boxes indicate a lack of information on this question.

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Community funding and matching initiatives for placemaking	Yes	Neighborhood Plaza Partnership	Neighborhood Matching Fund has three levels: Small Sparks- up to \$1,000 Small and Simple- up to \$25,000 Large Projects- up to \$100,000	Not currently.	City matches applicants grants/other funds/in-kind labor contributions such as professional or volunteer labor		Non-profit partnerships
Describe technical assistance programs	LADOT funds design development, People St offers a preapproved Kit of Parts that contains required configurations and materials from which to choose.	DOT funds the design and construction of the plaza	SDOT funds assistance with design and construction	City of Philadelphia Pedestrian Plaza Guidelines and Application	NPP manager assists applicants in identifying candidate projects, scope of work and cost estimates.	NA	Planning Department gives input on design. Materials Catalog for Plazas – a pre-approved set of basic components for creating public spaces. Parklet Manual.
Technical Assistance partnerships for designing projects	NA	DOT funds design 100%	SDOT funds design assistance	NA	NA	NA	NA
Partnerships for funding infrastructure projects	City funds are used for installation (striping, bollards, signage, etc.)	DOT funds construction	City covers costs of installation.	NA	NA	NA	NA
Technical Assistance partnerships for designing / sustaining programming	Community partners must fund 100%	NA	The city works with the community partner to put together activation plans for plazas	Community partners must fund 100%	NA	The responsible community partner may partner with other community organizations	Community partners must fund 100%
Partnerships for funding programming	Community partners must fund 100%	Partners may enter into a concession agreement to generate revenue from subconcessions, limited sponsorships and commercial events. All revenue must go back into the maintenance, management, and operation of the plazas.	City grants	Community partners must fund 100%	The city's matching funds program may be applied to programming	The responsible community partner may partner with other community organizations	Community partners must fund 100%
Partnerships for funding maintenance	Community partners must fund 100%	DOT fund helps lower income neighborhoods with maintenance.	Community partners must fund 100%	Community partners must fund 100%	Community partners must fund 100%	Community partners must fund 100%	Community partners must fund 100%
Successful/Not successful public/private partnership strategies?	Program manager facilitates the relationship between the community partners and the Bureau of Engineering. Some partners have many partners, resources and support but need the capital, others have capital but not the right support. Program Managers work with applicants						

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	Los Angeles	New York City	Seattle	Philadelphia	Austin	Boston	San Francisco
	to figure out how to be successful within program framework.						
Integrating Placemaking							
Strategies for including placemaking in capital projects	NA		Choose tactical urbanism sites where there is already future capital funding (vision zero, safe routes to school, bike or ped master plans)	TBD	NA		Incorporate into Area and neighborhood planning process. Review existing plans to see where placemaking could help meet goals/ be an interim project.
Strategies for including placemaking in land development	Parklets and plazas are conversation starters/stepping stones to permanent projects. Agreements with developers.	Projects can influence re-zoning	Leverage streetscape improvement funds from developers, grant departures from land use code to allow developers to make projects into permanent parks	NA	NPP will coordinate with developers if a project is located near a new development.	NA	Not a part of program goals.
Strategies for assuring ADA compliance	Built into People St pre-approved and required Kit of Parts  Plazas: rely on engineers			Each program outlines requirements to ensure ADA compliance in its Guidelines. This is especially important for the parklet/ped plaza programs. ADA compliance is taken very seriously.			Design review and inspection insures than Parklet design conforms to the applicable provisions, rules, regulations and guidelines of the: San Francisco Building Code (SFBC), Americans with Disabilities Act 2010 Standard's accessibility requirements (ADAAG), and other design criteria included in Public Works Order No. 183,392 for Temporary Sidewalk Extensions (Parklets)Part of DPW inspection process



## Appendix C Interview Questions

### Overall Program – Umbrella Program(s)

#### Program Supportive Policies

- Is there an over-arching policy in your City's Comprehensive Plan, Transportation Plan or other planning document that calls for place-making?
  - If so, what was this policy driven by? Community/advocacy groups? City? Mayor?
- How much does it cost to run the program? What are the funding sources? What is the total FTE?
- How do you allow for experimentation/innovation in projects?
- What types of projects are currently permitted through this program?
- Is there coordination of this program with your land development process? If so, can you describe a typical process and outcome?

#### About the Program

1. Do any of these program areas fall under your program?
2. Open streets (community initiated street events)
3. Activated pedestrian plazas
4. Demonstration projects (could include street or intersection redesign)
5. Right-of-way enhancements and/or activity and play spaces in the right-of-way (such as seating or parklets in parking, sidewalk, or frontage zones)
6. Alleyway projects/events
7. Creative solutions/placemaking on unimproved streets
8. Business uses
9. Community gardens/urban farming (only pertains to community requests for projects that fall in public ROW)

#### Project Selection, Design and Evaluation

1. What evaluation criteria are used for selecting sites?
2. Do you have design guidance/standards in place, and do they apply across programs, or developed specially for placemaking programs?
3. What level of public notification is required? What level of public support by community or adjacent businesses/property owners is required? For longer duration projects how is community support gauged?
4. How (if at all) do you allow for flexibility in projects? If a project isn't going well, is there a process to pull a temporary project/ demonstration project, or allow it to make changes mid-stream like the Better Broadway demonstration project?
5. How is project success/failure evaluated?

## **Regulatory Framework**

1. What code authority enables the program? Could you share the specific ordinances enabling use of the public way for purposes other than transportation?
2. Was new code, policy or regulatory language drafted to enable the program?
3. If you could change your existing code to better enable your city's program, what would you change?

## **Geographic balance**

1. Are projects prioritized if they are in new communities or communities of concern?
2. Do you try to balance your programs from downtown to other places in your city?
3. Which programs are best suited for:
  - Commercial centers?
  - Local / residential streets?
4. On busy streets, what strategies do you use for traffic management?
5. Are there certain programs that have been more successful in new communities or communities of concern?

## **City-Initiated Programs**

1. What are the programs that are initiated, managed and implemented by the City, for example demonstration projects/tactical urbanism?
2. What input does the community have in those programs?
3. Do you require a City permit for your City-initiated programs?

## **Partnerships**

1. How do you communicate with the community about the goals of the programs?
2. What fiscal partnerships help sustain the program?
3. Are city funds (or matching funds) available?
4. Are there both inter-agency and external partners?

## **Community Partner Programs**

### **Permitting Processes**

1. What types of projects are typically initiated by community members?
2. Do you have criteria for assessing readiness of community applicants in implementing livable streets pilot projects?
3. About how long does it take for community partners to get a permit? Does the Bureau set a target approval window?

4. Do you or others provide technical assistance support for placemaking (plaza programming or landscaping by a community partner)
5. How do you provide a clear application process for projects?
  - a. Who's involved in the process?
  - b. Is a review board established?
  - c. Is there an appeal process? And to what capacity?
  - d. How are other agencies involved with the process? IE, safety plan, security, noise,
6. Do the permitting processes vary for novice and experienced applicants?
7. What inspection or as-built recordation of projects is in place?
8. What level of liability insurance is required?
9. What types of fees (e.g. application, permit itself)? Amounts? How are rates established (i.e. cost recovery)?
10. Do you have a discounted fee for certain types of community events or certain types of community groups?
11. What is the duration of permits? Do renewal permits have different requirements?
12. If permit/maintenance agreements are violated, what is the recourse?

## **Partnerships**

1. How do you communicate with the community about the goals of the programs? Do you provide training or other technical assistance to potential applicants (such as NYC's placemaking training)?
2. Do you assess readiness and/or financial stability of community partners?
3. What fiscal partnerships help sustain the program?
4. Are city funds (or matching funds) available?
5. Are there both agency and externals applicants?
  - a. If so how does the process differ?

## **All Programs again**

### **Management Tools and Enforcement**

1. Who's responsible for enforcement? The City? A third party? Do community members or adjacent neighbors to the event have a role or responsibility?
2. How does the city enforce good behavior in spaces?
3. What is the range of the duration of projects (Days? Weeks? Months?)
4. How does management vary for temporary vs. demonstration or semi-permanent installations?
5. How involved, if at all, is the City Police agency in your events or programs? If they are involved, is it from a traffic safety perspective, a public safety perspective, or both?
6. What strategies do you have for moving projects from temporary/pilot to permanent capital improvement?

### **Programming Aspects (How do you get people to use it)**

1. Are there allowances for programming in the public right-of-way that are not allowable in other places?
2. Are there partnerships for funding the programming?
3. How are the programming aspects institutionalized?

### **Maintenance**

1. Who is responsible for maintenance of:
  - Furnishings (security of and replacements)
  - Trash removal, litter pickup
  - Landscaping

### **Performance Measures**

1. What data to you collect?
2. Who is responsible for collecting and analyzing?
3. Where is the data stored?
4. How do you report out on your data? Is it publically available? Do you publish an annual report?
5. What metrics do you use to measures the success of projects?

### **Lessons Learned**

1. Have any types of projects proved especially challenging?
2. At what point in the process do projects face the biggest road blocks?
3. Has the process changed during the life of the program (application, permitting, design or implementation process)?

# Appendix D      Application Materials

## **Austin, TX**

### **Neighborhood Partnering Program Rules**

[http://www.austintexas.gov/sites/default/files/files/Public\\_Works/Neighborhood\\_Partnering\\_Program/NPP\\_rules\\_916.pdf](http://www.austintexas.gov/sites/default/files/files/Public_Works/Neighborhood_Partnering_Program/NPP_rules_916.pdf)

## **Boston, MA**

### **Parklets Application**

[https://documents.boston.gov/transportation/PDFs/2015%20BTD%20-%20Complete%20Streets%20-%20Boston%20Parklets%20\(Application\)\\_FINAL.pdf](https://documents.boston.gov/transportation/PDFs/2015%20BTD%20-%20Complete%20Streets%20-%20Boston%20Parklets%20(Application)_FINAL.pdf)

### **Playway/Play Street Application**

<http://www.cityofboston.gov/parks/pdfs/streetclosing.pdf>

## **Los Angeles, CA**

### **Parklet Application**

<http://peoplest.lacity.org/wp-content/uploads/2015/10/parkletApp2015.pdf>

### **Plaza Application**

[http://peoplest.lacity.org/wp-content/uploads/2015/10/plazaAppManual\\_2015.pdf](http://peoplest.lacity.org/wp-content/uploads/2015/10/plazaAppManual_2015.pdf)

### **Bicycle Corral Application**

<http://peoplest.lacity.org/wp-content/uploads/2016/10/2016-CorralAppManual-2016.pdf>

## **New York, NY**

### **Rules related to Pedestrian Plazas**

<http://www.nyc.gov/html/dot/downloads/pdf/notice-of-adoption-plaza-rules.pdf>

### **Plaza Application**

<http://www.nyc.gov/html/dot/downloads/pdf/nyc-plaza-application-2016.pdf>

### **Playstreets Application**

<https://www1.nyc.gov/assets/doh/downloads/pdf/cdp/playstreets-community-permit.pdf>

## **Philadelphia, PA**

### **Plaza Application**

[http://www.philadelphiastreet.com/images/uploads/documents/PLAZA\\_App\\_and\\_Guidelines\\_20151.pdf](http://www.philadelphiastreet.com/images/uploads/documents/PLAZA_App_and_Guidelines_20151.pdf)

### **Street Event Application**

[https://www.philadelphiastreet.com/images/uploads/resource\\_library/Street\\_Event\\_Application.pdf](https://www.philadelphiastreet.com/images/uploads/resource_library/Street_Event_Application.pdf)

## **San Francisco, CA**

### **Places for People Legislation**

<https://sfgov.legistar.com/View.ashx?M=F&ID=4742313&GUID=91E572FC-ADF7-4825-A630-DC04B1762391>

### **Places for People Interagency Permitting Workflow**

[http://pavementtoparks.org/wp-content/uploads/2016/10/P4P\\_Interagency-Permitting-Workflow-v19\\_.pdf](http://pavementtoparks.org/wp-content/uploads/2016/10/P4P_Interagency-Permitting-Workflow-v19_.pdf)

### **Parklet Proposal Package**

[http://pavementtoparks.org/wp-content/uploads/2015/12/SF\\_P2P\\_Parklet\\_Manual\\_2.2\\_FULL1.pdf](http://pavementtoparks.org/wp-content/uploads/2015/12/SF_P2P_Parklet_Manual_2.2_FULL1.pdf)

### **Plaza Proposal Package**

[http://pavementtoparks.org/wp-content/uploads/2015/12/Plaza\\_Proposal\\_Package\\_V.03.31.2016.pdf](http://pavementtoparks.org/wp-content/uploads/2015/12/Plaza_Proposal_Package_V.03.31.2016.pdf)

### **Pavement to Parks Interagency MOU**

[http://pavementtoparks.org/wp-content/uploads/2016/10/P2P\\_Program\\_MOU\\_2015\\_October.pdf](http://pavementtoparks.org/wp-content/uploads/2016/10/P2P_Program_MOU_2015_October.pdf)



## **Seattle, WA**

### **Parklet Support and Maintenance Agreement for Businesses**

<http://www.seattle.gov/transportation/docs/parklets/ParkletMaintenanceAgreementForm.pdf>

### **Parklet Support and Maintenance Agreement for Community Groups**

<http://www.seattle.gov/transportation/docs/parklets/ParkletMaintenanceCommunityGroupForm.pdf>

### **Public Space Annual Permit Application**

<http://www.seattle.gov/transportation/docs/stuse/AnnualsApplicationFormFILL.pdf>