Tactical Urbanism Demonstration Projects as Community Participation

Charlie Simpson

A thesis submitted in partial fulfillment of the requirements for the degree of

Master of Urban Planning

University of Washington

2020

Committee:

Manish Chalana

Jeff Hou

Program Authorized to Offer Degree:

Urban Design & Planning

University of Washington

Abstract

Tactical Urbanism Demonstration Projects as Community Participation

Charlie Simpson

Chair of the Supervisory Committee:

Manish Chalana

Urban Design & Planning

Tactical urbanism projects, particularly short-term demonstration projects, are an increasingly popular method of community participation as part of the planning process but have not been included as part of the urban planning and design literature. The literature on community participation in urban planning and design does not explore tactical urbanism as a method, and the literature on tactical urbanism has few studies that look at how government agencies are using it, especially as a form of community participation as part of the planning process. How are government agencies using tactical urbanism demonstration projects for community participation as part of the planning process? The literature on tactical urbanism shows that it can be an exclusive act, limited to privileged individuals and/or groups with the time and resources available. Similarly, literature shows that traditional forms of community participation typically involve only a privileged few individuals. Can tactical urbanism demonstration projects facilitated by cities further more equitable and inclusive community participation? How effective are tactical urbanism demonstration projects (facilitated by government agencies) in addressing problems of equity and exclusion engaged in the tactical urbanism literature? These are questions I aim to answer through my research to advance the literature, understanding, and practice of both tactical urbanism and community participation. My thesis focuses on tactical urbanism facilitated

by government agencies, specifically tactical urbanism projects focused on improving traffic safety that are utilized as part of the planning process for community participation. I believe tactical urbanism demonstration projects have the potential to make community participation, tactical urbanism, and transportation planning more equitable and inclusive. I will be analyzing a variety of case studies that explicitly use tactical urbanism as a method of community participation, particularly focusing on projects that involve diverse, historically marginalized populations. I hope my research can further the understanding and practice of tactical urbanism used as community participation by government agencies, particularly to advance planning for safer streets.

ACKNOWLEDGEMENTS

I would like to acknowledge and thank my committee, Manish Chalana and Jeff Hou, for their guidance and support throughout the development of this thesis. I would also like to thank my classmates for inspiring me in this work.

LIST OF FIGURES

Figure 1……11

Figure 2……20

Figure 3……35

Figure 4……35

Figure 5……37

Figure 6……42

Figure 7……45

Figure 8……45

Figure 9……46

Figure 10……48

Figure 11……67

Figure 12……73

Figure 13……81

Figure 14……87

Figure 15……95

Figure 16……101

TABLE OF CONTENTS

Abstract……3

Acknowledgements……5

List of Figures……6

Introduction……9

Tactical Urbanism's Evolution……9

How Tactical Urbanism is Used……10

The Problematic Aspects of Tactical Urbanism……12

What I'm Going To Do, And How I'm Going To Do It……13

Equity……13

Literature Review……14

Introduction……14

Participatory Planning……14

Participatory Design……17

Barriers to Community Participation……18

Community Participation Tools and Methods……19

Action-oriented Participation……21

Tactical Urbanism……23

Opportunities with Tactical Urbanism……23

Critiques: Bottom-Up Tactical Urbanism……24

Critiques: City-Led Tactical Urbanism……25

Tactical Urbanism Demonstration Projects……27

Tactical Urbanism Demonstration Projects as Community Participation……31

Gaps in the Literature……39

My Research Project……39

Methods……40

Expected Results And/Or Implication Of My Research……43

Case Studies……44

Safer Taylor Street……44

Iron Triangle Walkable Neighborhood Plan……52

Jersey City Pedestrian Enhancement Plan……59

North Dakota Active & Public Transportation Plan……65

Michigan Avenue Neighborhood Greenway Final Concept Plan (MANGO)……71

Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan……79

Results……86

Discussion……98

Lessons for Practice……104

1. Make the larger plan and community participation process equitable and inclusive……104
2. Have great communication before, during, and after a demonstration project……105
3. Partner with community-based organizations……105
4. Collaborate with and empower the community……106
5. Gather feedback in a variety of ways……107
6. Include programming……107
7. Have a plan to make it permanent (or not)……108
8. Understand it's about more than just infrastructure……110

Study Limitations / Areas For Further Research……111

Bibliography……112

INTRODUCTION

According to Mike Lydon and Anthony Garcia in their book *Tactical Urbanism: Short-term Action for Long-term Change*, tactical urbanism is defined as "an approach to neighborhood building and activation using short-term, low-cost, and scalable interventions and policies." (Lydon & Garcia, 2015, p. 2) Lydon distinguishes tactical urbanism from other similar concepts by emphasizing that the *intent* of these projects is to catalyze long-term change. The differences between tactical urbanism and similar concepts such as Guerrilla and DIY Urbanism is both the intent of more permanent change and the actors involved. Tactical urbanism can be led by citizens, community groups, the private sector, AND government agencies and has a specific urban design purpose. Guerrilla and DIY urbanism are not led by governments, are most often not legally sanctioned, and can be purely aesthetic or whimsical. Popular conceptions of tactical urbanism in the media are the illegal interventions, but cities are increasingly leading these low-cost, short-term actions.

Tactical Urbanism's Evolution

Lydon's book has given the approach a popularly used name and was one of the first to contextualize the movement by providing reasons for its recent growth and many different case studies. Tactical urbanism by the book's definition has existed almost since the founding of cities, but it has exponentially grown and evolved in the past decade. Reasons that Lydon gives for this recent growth are the 2008 economic recession, internet connectivity, and more people moving to cities. In the wake of the 2008 financial crisis, cities have been especially forced to use fewer resources, and residents have been increasingly emboldened to build civic infrastructure themselves without government permission or support. With internet and social media, cheeky examples of citizens building their own bike lanes, for example, can be rapidly shared via Twitter and lead to similar actions elsewhere. Tactical urbanism in its first years of popularity was mostly practiced illegally by individuals and communities. Cities then began to respond to these

bottom-up interventions by creating permits, policies, and programs that provide a legal framework to allow individuals and community groups to practice tactical urbanism. In recent years, cities have also been pressured to act fast in the midst of climate change and the increasingly visible public health crisis of traffic-related deaths. Many major cities that have adopted Vision Zero policies, for example, have methods for rapidly implementing safety improvements using tactical urbanism. Cities have also begun to use tactical urbanism as part of the planning process both as a tool for community participation and for plan and project implementation.

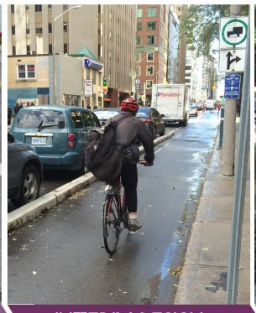
How Tactical Urbanism is Used

Some of the many benefits of tactical urbanism include the ability to more quickly build and test the impact of urban design projects, implement plans, build partnerships with and engage the community, and generate momentum for permanent change. I see tactical urbanism as existing along a variety of overlapping spectrums including: the actors involved, the legality, the project types, the timeframe and duration, and the level of community participation. The actors involved, as I previously mentioned, can include individuals, community groups, business improvement districts or associations, developers, government agencies, or a combination of multiple partners. The projects can be illegal and unsanctioned or sanctioned and a part of official city or government policy. The project types can range from activating existing public spaces or vacant lots, wayfinding, the creation of new public spaces, and street design projects (i.e. bike lanes, curb extensions, traffic circles, etc.). In terms of duration, tactical urbanism projects can range from lasting a few hours, a few days, a month, a year, or multiple years. According to *The Tactical Urbanist's Guide to Materials & Design* by the Street Plans Collaborative (Lydon et al., 2016), tactical urbanism projects can be categorized into three different types based upon project duration, as shown in *Figure 1* below: demonstration projects (1 day to 1 month), pilot projects (1 month to 1

year), and interim design projects (1 year to 5 years). (Lydon et al., 2016) The level of community participation can also range from being led and built by the community to being entirely led and built by the city or government agency and having no community input. ***I will be focusing on tactical urbanism demonstration projects, particularly those related to street safety and design, that are used by city and government agencies primarily for community participation (or that have a strong participatory component) as part of a larger plan and/or planning process.*** City and/or government agency-led tactical urbanism projects focused on community participation tend to be demonstration projects--which can last anywhere from one day to one month--because they typically present more opportunity for hands-on community involvement.

Figure 1

This chart illustrates the progression of an iterative approach to project delivery. Though not all projects need to follow this exact model, it can be helpful to see how each project phase builds towards the next, using incremental steps to deliver a capital project intended to create lasting change.



Project Type (time interval · relative cost)	DEMONSTRATION (1 day - 1 month · $)	PILOT (1 month- 1 year · $$)	INTERIM DESIGN (1 year - 5 years · $$$)	LONG-TERM/CAPITAL (5 years - 50 years · $$$$)
Project Leaders	Can be led by anyone (city, citizen group, or both!)	Government / organizational leadership + involvement required	Government / organizational leadership + involvement required	Government / organizational leadership + involvement required
Permission Status	Sanctioned or unsanctioned	Always sanctioned	Always sanctioned	Always sanctioned
Materials	Low-cost, typically low-durability. Can be borrowed or easily made	Relatively low-cost, but semi-durable materials	Low-moderate cost materials, designed to balance flexibility with maintenance needs	High-cost permanent materials that cannot easily be adjusted
Public Involvement	Public input + public action	Public input, champion engagment, government / organizational stewardship	Public input, government / organizational stewardship	Public input, government / organizational stewardship
Flexibility of Design	High: organizers expect project to be adjusted and removed.	High: organizers expect project to be adjusted; it *may* be removed if it does not meet goals	Moderate: organizers expect project to be adjusted, but it is intended to remain in place until capital upgrades are possible	Low: project is considered a permanent capital upgrade that is unlikely to be adjusted significantly once installed
Collect data to refine approach for current or future projects?	Recommended	Always	Always	Always - project performance can inform future investments

Source: Lydon et al. (2016). *The Tactical Urbanist's Guide to Materials & Design*. p. 14

The Problematic Aspects Of Tactical Urbanism

While tactical urbanism can be an effective way to work with communities, implement plans, and catalyze permanent change, it can also be used in a way that promotes gentrification (Douglas, 2018; LaFrombois, 2017; Mould, 2014) and re-enforces social inequalities (Davidson, 2013; Douglas, 2018; LaFrombois, 2017; Sparks, 2019). Depending upon how tactical urbanism is practiced, marginalized groups and neighborhoods can be excluded from participation and projects can be perceived as and become part of the larger forces of gentrification and displacement. For tactical urbanism projects it's important to consider who is leading the project and who the project is intended to benefit. Tactical urbanism interventions led by individuals or small groups without city permission are often led by young white males (Davidson, 2013; Douglas, 2018). Similarly, the types of people leading unsanctioned demonstration projects that are labelled tactical urbanism and celebrated by the city are usually people with social status and power. (Douglas, 2018; LaFrombois, 2017) When tactical urbanism projects do not adequately involve the community and consider the social, cultural, and historical context of a location, especially when they occur in underserved communities, the outcomes can be exclusionary. (Davidson, 2013; Douglas, 2018; LaFrombois, 2017; Shapiro, 2013)

As a result of enthusiasm from residents to enact change through tactical urbanism, city governments have created official programs, policies, and permits to enable tactical urbanism projects led by the community. One common manifestation of this response has been through application-based programs that allow community groups and residents to partner with the city in creating plazas, parklets, curb extensions, etc. City-led tactical urbanism programs that rely on applications from the community, however, require a substantial amount of organizational capacity, time, and resources both to navigate city application processes, provide the insurance, and maintain what is created; sometimes these programs even require professional site plans. As a result, most application-based tactical urbanism projects end up occurring in neighborhoods with

more privilege and resources. (Abad, 2012; Douglas, 2018; Lindy Institute for Urban Innovation, 2019)

What I'm Going To Do, And How I'm Going To Do It

To summarize, tactical urbanism projects and their benefits--both unsanctioned interventions and city-led application-based programs--can be limited to privileged individuals, groups, and neighborhoods. To address tactical urbanism's exclusionary tendencies, I believe tactical urbanism utilized by cities and/or government agencies as part of the official planning process can mitigate some of these inequities. This paper will explore examples of tactical urbanism street safety projects utilized as part of the planning process as a method of community participation. My paper will try to answer the following questions: How are government agencies using tactical urbanism demonstration projects for community participation as part of the planning process? Can tactical urbanism demonstration projects facilitated by cities further more equitable and inclusive community participation? How effective are tactical urbanism demonstration projects (facilitated by government agencies) in addressing problems of equity and exclusion engaged in the tactical urbanism literature?

Equity

A major component of this thesis is about equity and how both tactical urbanism and community participation can be used in ways that are more equitable. Equity can be defined as "just and fair inclusion into a society in which all can participate, prosper, and reach their full potential." (PolicyLink, 2018, para. 7) Many policies, programs, regulations, and practices have collectively created systemic and institutionalized inequity that has a disproportionately negative impact on certain populations. As a result of these systemic inequities, "entire groups of people, due to their income, race, age, gender, sexual orientation, immigration status, religion, and/or disability experience limited access to opportunity and advancement." (Ross et al., 2019, p. 3)

Equity applied to community participation and tactical urbanism acknowledges these systemic inequities and actively works to dismantle them to create just processes and outcomes for everyone regardless of their differences.

LITERATURE REVIEW

Introduction

The following literature review will cover studies related to the themes present in my research, which include *participatory planning and design* and *tactical urbanism.* First I will provide an overview of community participation as it has evolved in both planning and design theory and then consider the range of methods considered as best practice. I will then provide a summary of the literature on tactical urbanism, which includes the method's opportunities, criticisms, and how demonstration projects are utilized. Lastly, I will summarize my perceived gaps in the literature as it relates to community participation and tactical urbanism.

Participatory Planning

Before the 1960s, urban planning and design was considered to be the sole responsibility of experts and professionals. Since then, as a reaction to the destructive forces of urban renewal and as part of the larger social movements of the 1960s, community participation has become a mandatory component of urban planning and design processes and is seen as critical to addressing urban inequalities. One of the earliest and most influential models to evaluate public participation came from Sherry R. Arnstein's *A Ladder of Citizen Participation* (1969). The ladder includes nonparticipation (manipulation and therapy), tokenism (informing, consultation, placation), and citizen power (partnership, delegated power, and citizen control). (Arnstein, 1969) This ladder and its focus on citizen power as the ideal still influences ideas about community participation today. A popular update to Arnstein's ladder is the International Association for Public Participation's (IAP2) *Spectrum of Public Participation* (2018). IAP2's categories include inform, consult, involve,

collaborate, and empower, which all refer to ways of interacting with the public. (International Association for Public Participation, 2018)

Urban planning and design and ideas about community participation have corresponded to the various planning theories utilized at the time. Marcus B. Lane, in *Public Participation in Planning: an intellectual history* (2006), identifies various planning models/theories and their levels of community participation over time such as the blueprint planning model, the synoptic model, and the subsequent 'theoretical pluralism' of the second half of the 20th Century that includes models such as advocacy planning and communicative theory. (Lane, 2006)

In the first half of the 20th century the blueprint planning model, also referred to as the rational-comprehensive approach, dominated thinking and was characterised by grand, modernist ideas and the planner as expert. Examples from this era include Ebenezer Howard's Garden City concept, the City Beautiful movement influenced by Daniel Burnham, and Le Corbusier's Radiant City model. According to Lane, "the early traditions of blueprint planning included no scope what[so]ever for the participation of the public." (Lane, 2006, p. 288) The synoptic model followed the blueprint planning model in the 1950s and 1960s and introduced consultation with the public as one unitary interest. Public participation was seen through the public's ability to comment on professionally-created planning goals; the public was seen as a homogenous entity and had no opportunities to actually influence planning decisions. Within the synoptic model were ideas of incrementalism and mixed scanning, which had similarly limited public participation. (Lindblom, 1959; Etzioni, 1968) Incrementalism states that planning and policy-making decisions slowly build upon each other based upon dialogue from a myriad of decision-makers. Mixed scanning advocated for advancing both small-scale issues, as incrementalism dealt with, and larger-scale strategic issues.

By the end of the 1960s, many planning theories emerged based upon criticism of blueprint planning and the synoptic model and included theories such as transactive planning, advocacy planning, and communicative theory. Transactive planning was introduced by John Friedmann (1973) and places an emphasis on "mutual learning" between planners and the public through in-person dialogue. (Lane, 2006, p. 293) "Participation and empowerment...become goals to be attained rather than methods to be used." (Lane, 2006, p. 293) Advocacy planning was introduced by Paul Davidoff (1965) and later by D.F. Mazziotti (1974). The advocacy planning approach recognized the unequal power and access to resources in society and aimed to include everyone, especially underrepresented groups, in the planning process. Advocacy planning was the beginning of what later became urban planning's focus on equity. The communicative theory of planning, introduced by Healey (1992), Habermas (1984), and Forester (1989) argues that the central aim of planning is to "communicate, argue, debate, and engage in discourse" (Lane, 2006, p. 296) in order to come to collective decisions.

The theories that emerged during the second half of the 20th century viewed community participation as crucial to the planning process and emphasized inclusion, communication and dialogue. In the 21st Century, Susan Fainstein (2000) introduced the *just city* theory that centers social justice and equity in planning. In terms of participation, Fainstein argues the "theory of the just city values both participation in decision making by relatively powerless groups and equity of outcomes." (Fainstein, 2000, p. 16) Fainstein notes that democratic decision-making and community participation do not inherently produce equitable outcomes. She criticizes communicative planning theory for not recognizing that dialogue and action based on consensus can have unjust outcomes that favor groups that systemically have more power. Planning theory in recent years has expanded upon the just city theory to explicitly recognize the differences and diversity of people's lived experiences in the city and address the history of systemic injustices to

marginalized populations in the modern global city. (Roy, 2015; Brenman, 2012) For example, urban planning theory has begun to assert theories and perspectives centering post-colonialism, gender, race, and ethnicity. (Roy, 2015; Song, 2014; Speak & Kumar, 2018) The book *Planning As If People Matter: Governing for Social Equity* by Marc Brenman (2012) talks about some key principles for proper community participation to advance social equity. One of these fundamental components includes the exchange of information between governments and the public so that the public can make informed decisions. Other fundamental principles Brenman discusses include continuity (continuous engagement), transparency (government processes are open and clear), and integrity (all government information given to the public is relevant and trustworthy). All of these principles, according to Brenman, work to form trust between the government and the public.

Participatory Design

Community participation in architecture and design has a similar trajectory overall as that of urban planning with some distinct terminology and concepts. Community participation in urban design emerged during the 1960s with Community Design Centers, which offered technical support to marginalized populations who otherwise couldn't afford design services. Also during this time grew a focus on the human-scaled design of cities (Jacobs, 1961; Lynch, 1960; Whyte, 1980), which helped push for more democratic design processes. (Hou, 2011) Similar to planning, methods of community participation in the literature for urban design have since been rooted in dialogue, consensus-building, and the designer as facilitator, rooted in the Advocacy Planning and Communicative Theory movements. Community participation in urban design has been called many things such as community engaged design, community design, participatory design, public interest design, etc. They all have nuanced differences in focus and meaning, but they all represent a focus in designing for and/or with the community. (Wilson, 2018) In recent decades there has

been an increased understanding of the complex multicultural nature of cities with people and places of varying social, economic, political, and cultural needs and contexts. (Sandercock, 1998) Academics and professionals are, therefore, also proposing new frameworks and methods of community participation that are creative (de la Peña et al., 2016), informal (Hou, 2007), and address the complex social, political, and cultural contexts of communities (Hou & Rios, 2003; Rios 2008). Applying the just city theory to urban design, Katherine Melcher advocates to expand urban design's focus on participation to include explicit goals of equity and empowerment. (Melcher, 2013) Hanna Mattila introduced the concept of *aesthetic justice*, which is not just concerned with "the fair distribution of aesthetically good urban form, but fair distribution of the rights to design the city." (Mattila, 2002, p. 137) Other approaches to urban design include an asset-based approach (Kretzmann & McKnight 1993), non-profit engagement, and public space activism. (Hou, 2011)

Barriers to Community Participation

The movement towards greater community participation in both the literature and in practice has largely been a reaction to the shortcomings of the most common forms of community participation such as the public meeting. Many people, particularly marginalized populations, face many barriers preventing them from participating in these traditional forms of community participation. Low-income communities, communities of color, immigrant populations, people with disabilities, and other marginalized populations often face barriers--such as economic, physical, and social barriers--to typical methods of community participation. (Crompton, 2017) "Participation is a luxury for citizens in modern industrial societies. It requires skills, resources, money, and time." (Grant, 1994, p. 206) Those without a traditional 9 to 5 job, who have to travel a significant distance to and from work, or who have to provide childcare, might find it difficult to attend a public meeting. Even those with the time and resources to participate in traditional forms

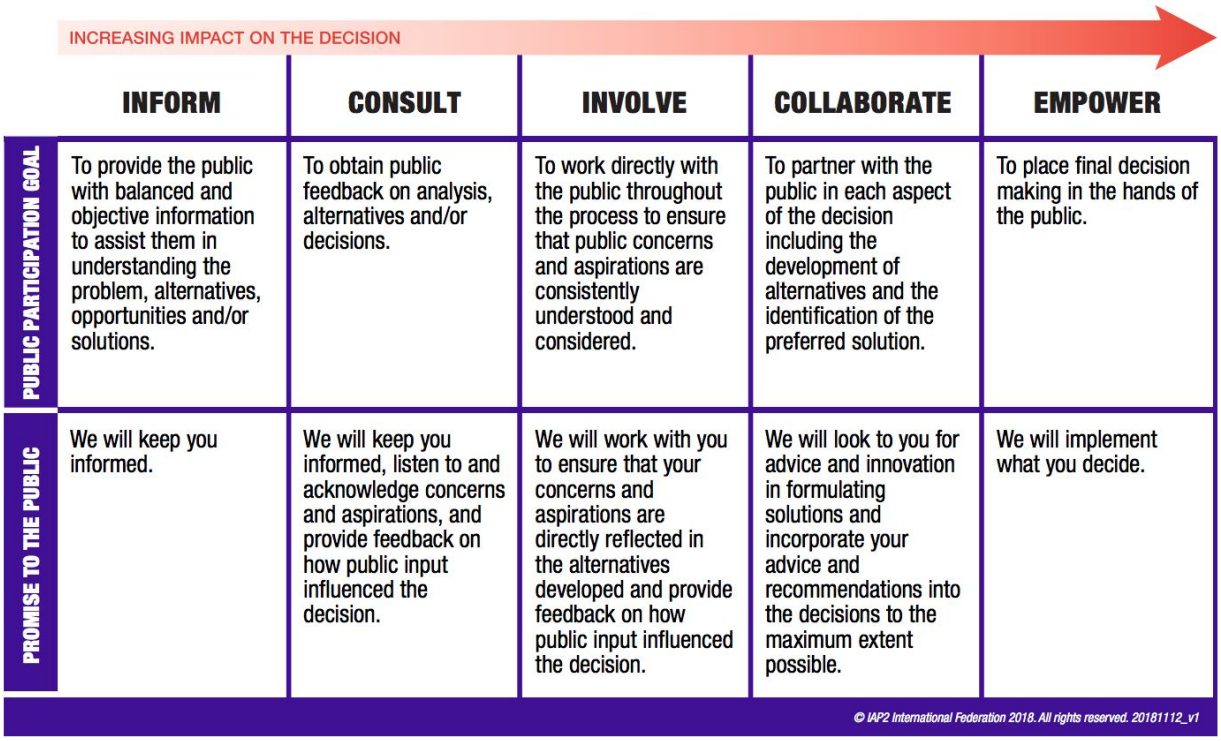
of community participation might be uninterested. (Hou, 2011) Additionally, methods of community participation can be exclusive because of people's perceptions about the space and who is leading it: "the perception of the environment or the perceived "whiteness" of a space influences a person's decision to participate. Individuals assess the degree to which an environment will positively or negatively impact them. Although often unintended, public engagement events can be perceived as "white" by non-white bodies." (Crompton, 2017, p. 18) The public meeting often fails to engage the majority of the population and only offers opportunities for the public to react to existing plans. (Innes & Booher, 2004) Traditional community participation has been criticized for being too narrow and limited in its approach, benefitting only elite groups and minimizing difference. (Hester, 1999; Hester, 1987; Francis, 1999; Sandercock, 2000; Hou & Rios, 2003) In "presentation-heavy meetings," which continue to be the most common form of community participation, the loudest voices typically represent narrow opinions and "the meeting experience often includes imbalanced power dynamics, inconvenient locations, unclear marketing, and culturally inappropriate agendas." (Brown, 2018, p. 1) This experience leaves out the voices of marginalized populations and, therefore, results in an ineffective participation process.

Community Participation Tools and Methods

Although the field of urban planning and design has made tremendous progress in terms of community participation over time, the process and methods of community involvement have still been contested by many scholars. Diane Day, in the article *Citizen Participation in the Planning Process: An Essentially Contested Concept?*, discusses how "it is a difficult task to compare the merits of one participation method over another because no consensus exists on what constitutes successful participation, because planning activities vary widely." (Day, 1997, p. 432) Tools and methods of community participation often differ based upon the purpose, project, community

involved, the step in the planning process, etc. Community participation tools are frequently described in relation to either the categories from Arnstein's *Ladder of Citizen Participation* (1969) or the International Association for Public Participation's (IAP2) *Spectrum of Public Participation* (2018). The *Spectrum of Public Participation*, shown in *Figure 2* below, provides a spectrum aimed at helping practitioners clarify participation goals, choose a level of participation, and understand the public's impact on the final decision of a plan or project. While the spectrum ranges from lower levels of public participation (inform) to more levels of public participation (empower), different community participation tools might apply in different situations. (International Association for Public Participation, 2018)

Figure 2



Source: International Association of Public Participation (IAP2) Spectrum of Public Participation, 2018

Besides the public meeting, other traditional forms of community participation include open houses, online websites, surveys, public comment forms, and citizen advisory committees.

While these tools might be the right choice in certain situations, the "responsibility usually falls on the resident or stakeholder to seek out information about the project, travel to the meeting venue and/or take the time to complete an online form." (Crompton, 2017, p. 43) In an attempt to reach a wider audience, cities are adopting new participation tools that include paid community liaisons, informal conversations, interactive games, co-creating small projects, and pop-up planning events. (Sanoff, 2000; Futurewise et al., 2014; Crompton, 2017; de la Peña et al., 2017)

Increasingly urban planners and designers are going to communities in their neighborhoods for participation instead of requiring people to come to them. Sometimes called pop-up visioning, planning pop-ups, or pop-up meetings, planners and designers host workshops, administer surveys, and/or collect input--or some other participatory tool--in a highly visited outdoor public location in the community and/or during an existing public event. (Crompton, 2017; Futurewise et al., 2014; de la Peña et al., 2017) Pop-up workshops, as I will mention later, are often combined with tactical urbanism demonstration projects as a tool for community participation.

Action-oriented Participation

Designers and planners are also increasingly utilizing participatory methods that involve taking action to implement small-scale projects with communities. Deni Ruggeri in *Community Participation and the Craft of a Design Process for the Global World*, talks about small-scale projects as a way to empower communities: "Unlike traditional architectural and planning practices, participatory design is characterized by incremental problem solving and planning focusing on small scale and low-budget projects. This requires creativity and the ability to make the most of limited resources...small, localized achievements that can give communities the necessary tools and motivation to achieve much larger and long-term goals as well as the ability to replicate their success." (Ruggeri, 2006, p. 154) Small-scale, action-oriented forms of community participation

and planning can be traced to the concept of *community action planning* that focuses on implementing small-scale, community-led projects. (Hamdi, 1997; Sanoff, 2000). Laura J. Lawson in *Build Small, Think Structural Change* (Lawson, 2017), provides a case study of a group of planners and residents who worked together to transform a vacant lot into a park and build some community signage. Lawson describes the significance of the approach, particularly for marginalized populations: "this technique is about making some tangible, small physical improvement as a means to affirm a longer-term plan. It is particularly appropriate in disadvantaged communities working toward change that requires extensive power and resource distribution...At a different level of empowerment, making something levels a previously unbalanced political playing field. This technique creates a direct opportunity for the design team to work side by side with the community. Building moves the conversation away from the drawing, where the designer is expert." (Lawson, 2017, p. 286) Similarly, Barbara Brown Wilson in *Resilience for All: Striving for Equity Through Community-Driven Design*, focuses on small-scale participatory projects: "designing for equitable, systemic change in vulnerable communities involves fusing the local knowledge of residents with the technical knowledge of professionals in small, nimble, public projects...crafted with or by vulnerable community residents." (Wilson, 2018, pp. 2-3)

Overall, there is a growing consensus that the traditional forms of community participation aren't effective. Participation needs to be engaging, hands-on, and take place in the communities involved. Pop-ups and small-scale, action-oriented projects represent a few examples of new and innovative forms of community participation. They are also components of the larger movement referred to as tactical urbanism, which I will describe in the following section.

Tactical Urbanism

The central book related to tactical urbanism is *Tactical Urbanism: Short-term Action for Long-term Change* by Mike Lydon and Anthony Garcia (2015). The book defines Tactical Urbanism as "an approach to neighborhood building and activation using short-term, low-cost, and scalable interventions and policies." (Lydon & Garcia, 2015, p. 2) Lydon and Garcia distinguish Tactical Urbanism from other similar concepts by emphasizing that the *intent* of these projects is to catalyze long-term change. The differences between similar concepts such as Guerrilla and DIY Urbanism is both the intent of more permanent change and the actors involved. Tactical Urbanism can be led by citizens, community groups, the private sector, AND government agencies. Guerrilla and DIY urbanism are not led by city governments and are most often not legally sanctioned. Popular conceptions of tactical urbanism in the media are the illegal interventions, but cities are increasingly leading these low-cost, short-term actions. Lydon and Garcia's book has given the approach a popularly used name and was one of the first to contextualize the movement by providing reasons for its recent growth and many different case studies. Tactical Urbanism by this definition has existed almost since the founding of cities, but it has almost exponentially grown and evolved as a movement and method of planning in the past couple of decades.

Opportunities with Tactical Urbanism

Tactical urbanism has been shown to offer many possible benefits. Lydon & Garcia's book indicates that city-led tactical urbanism projects can reach a wider audience than traditional public meetings and "allay NIMBY (not in my backyard) fears." (Lydon & Garcia, 2015, p. 14) People are more likely to say 'yes' to a project if they are able to physically experience it, and if people do *not* like the project, it can easily be reversed or altered to meet the public's needs.

Tactical urbanism is also shown as a way for city governments to build projects more quickly than the traditional project delivery process, test street design concepts, and ultimately catalyze permanent change. Long-term plans can take many years to be implemented, however,

tactical urbanism can speed up this process by implementing projects in a phased and iterative approach. City governments can and have also used tactical urbanism to harness the creativity of citizens by creating programs and policies that enable citizen-led tactical urbanism projects. (Lydon & Garcia, 2015; Pfeifer, 2013; Abad, 2012) Tactical urbanism, particularly bottom-up examples, have also been promoted for their ability to build social capital within a community, create opportunities for local creativity and art, bypass the long bureaucratic process for making change, and create more democratic ways of city-building. (Lydon & Garcia, 2015; Wilson, 2018; Simpson, 2015)

Critiques: Bottom-Up Tactical Urbanism

While tactical urbanism can be an incredibly effective way to work with communities, implement plans, and catalyze permanent change in cities, the neighborhood building approach can also leave certain groups from participating and can have inequitable outcomes. Gordon C.C. Douglas' book *The Help-yourself City: Legitimacy and Inequality in DIY Urbanism* critiques the movement of tactical urbanism led by individuals without permission from the city. (Douglas, 2018) Douglas documents hundreds of these types of interventions, which can be called tactical urbanism because they have the intention of making long-term change. His criticism is that tactical urbanism interventions--what Douglas is calling *DIY Urban Design*--led by individuals or small groups without city permission are most often led by young white males. Another study that similarly examines tactical urbanism from a critical lens is Mariko Davidson's thesis titled *Tactical Urbanism, public policy reform and 'innovation spotting' by government: from Park(ing) Day to San Francisco's parklet program*, which also shows how 'successful' tactical urbanism projects have typically been led by young, white males. (Davidson, 2013) Reasons for this can be because white people, particularly white men, hold particular societal privileges that enable them to feel comfortable in public space and not fear harassment from police. People of color, because of

systemic racism and structural inequality, are more likely to be mistreated by the police and are therefore less likely to participate in individual acts of tactical urbanism. (Douglas, 2018) If and when people of color do create tactical urbanism projects without permission from the city, it is often tied to a larger organizational effort and based upon need. (Douglas, 2018; Simpson, 2015) Young, white men who perform individual acts of tactical urbanism often call attention to their projects via social media and in some cases are celebrated and made permanent by city officials. Individual and illegal tactical urbanism projects that occur in transitional neighborhoods, especially when conducted by white males, can also be unwanted by the local community and be perceived as part of the larger forces of gentrification. (Douglas, 2018, p. 121)

Douglas and Davidson also criticize individual acts of tactical urbanism for not engaging the public prior to project implementation. Davidson argues that "Tactical urbanism allows no space for group deliberation of any kind. The majority of TU [tactical urbanism] interventions do not have the capacity, nor are designed for a multi-directional interaction beyond asking the public to "react."" (Davidson, 2013, p. 14) It is clear from the literature above that unsanctioned and individually-led tactical urbanism projects can reinforce systemic inequalities and social privileges. When tactical urbanism is led by city governments, similar problems can arise.

Critiques: City-Led Tactical Urbanism

While tactical urbanism and the literature I have previously mentioned mostly deal with bottom-up examples, cities have begun to utilize the approach to either lead their own short-term, low-cost projects or create a permitting process that allows individuals or community groups to initiate them. The study titled *Catalyzing Community Capacity: How Philadelphia Can Create Equitable Right-of-way Stewardship*, reveals that city-led tactical urbanism programs provide excessive barriers that can exclude certain groups from participating. (Lindy Institute for Urban Innovation, 2019) City-led tactical urbanism programs such as parklet and plaza programs rely on

applications from community groups that require a substantial amount of organizational capacity, time, and resources both to navigate city application processes and maintain what is created. (Lindy Institute for Urban Innovation, 2019) These types of city-led plaza and parklet programs can be seen all over the United States and many other countries. Another similar report was *Public Life & Urban Justice in NYC's Plazas* by the Gehl Studio, the J. Max Bond on Design for the Just City, and Transportation Alternatives that analyzes who uses NYC's existing tactical urbanism plazas. (Gehl Studio et al., 2015) This report found that even though plazas do exist in many different neighborhoods of various race and income levels, the plazas in low-income communities still struggle with the funds necessary to program and maintain them. (Gehl Studio et al., 2015) NYC's plaza program is considered the most advanced tactical urbanism plaza program in the country and one can argue that it has some great examples in diverse neighborhoods, however, the application-based model still has significant short-comings as it inherently puts the burden of programming and maintenance on the individual communities.

Other studies on city-led or enabled tactical urbanism cite issues of limited community engagement leading up to the implementation of projects, and limited design options that risk not adequately representing the local context of a site. (Loukaitou-Sideris et al., 2012; Abad, 2012; Shapiro, 2013) M. H. LaFrombois in *Blind spots and pop-up spots: A feminist exploration into the discourses of do-it-yourself (DIY) urbanism* critiques tactical urbanism, specifically based upon a case study led by a group of professional planners, as having the potential to: "(1) be a professionally led activity that can take place in isolation from the larger community; (2) obsure the political and contentious history and nature of a space; and (3) reclaim and reinvigorate urban spaces that promote gentrification and social polarization and exclusion within the community." (LaFrombois, 2017, p. 43)

Oli Mould in *Tactical urbanism: The new vernacular of the creative city*, critiques tactical urbanism for having become co-opted and branded by city governments to promote economic development, neoliberal policies, and, therefore, gentrification. (Mould, 2014) He states that tactical urbanism "is becoming a vernacular empty of tactics that is being used more as a political tool to engender neoliberal urban development than a means of empowering the socially, politically and economically excluded." (Mould, 2014, p. 537) City-led or enabled tactical urbanism, especially in the form of plazas or parklets, tend to be in more privileged areas of the city, reflect white values and aesthetics, and can seem to contribute to the larger forces of gentrification. (Douglas, 2018) Parklets in particular tend to be maintained by private businesses and are not seen as truly 'public' by most people. (Douglas, 2018)

As much of the literature suggests, tactical urbanism, whether led by individuals or cities, has been shown to have inequitable processes and outcomes. I believe, however, that tactical urbanism's potential to create more responsive, democratic, and equitable cities makes it worth pursuing. In order for everyone to benefit from tactical urbanism projects, they have to be planned for and implemented with an explicit focus on equity and inclusion.

Tactical Urbanism Demonstration Projects

Tactical urbanism demonstration projects, as was mentioned in the introduction, typically last from one day to one month. (Lydon et al., 2016) They are often built using materials that are very low cost and easily removable relative to both pilot and interim tactical urbanism projects and permanent capital improvements. Often materials such as planters and cones can be borrowed from within the community. For projects that are closer to one or two days long, the goal is typically to demonstrate what is possible, gather input from the community, and generate excitement and discussion around an identified issue. Traffic data can be collected from these one or two day projects, but collecting traffic data to quantitatively measure the impact of a project

usually becomes one of the main goals with projects that last a few weeks or longer. Shorter term demonstration projects also arguably leave more room for collaboration and direct involvement from the community because they require less durable materials and less technical skills for implementation compared to longer-term tactical urbanism projects.

A handful of guides and reports from large planning organizations, planning professionals, and academics have cited pop-up demonstration projects as a best practice for community engagement and equitable planning. The Local Government Commission, for example, is a well-known California-based non-profit organization that works to empower local communities and leaders with a focus on civic engagement. Tactical urbanism demonstration projects are included as a best practice in their guide called *Participation Tools for Better Community Planning*. (Davis et al., 2013) The guide mentions how the process used for demonstration projects "builds connections, creates civic engagement, and empowers citizens." (Davis et al., 2013, p. 27) The American Planning Association (APA) recently released the *Planning for Equity Policy Guide*, which includes tactical urbanism demonstration projects as a best practice to include in public space policies. (Ross et al., 2019) The guide defines public space as including sidewalks and streets. In the book *Advancing Equity Planning Now*, Deborah Howe wrote a chapter about how to equitably plan for aging populations. (Howe, 2019) One of the case studies she mentions includes a tactical urbanism demonstration project in Atlanta, where "volunteers from forty organizations cleaned up a vacant lot, built street furniture, installed a protected bike lane, developed new signs, and arranged for live music and celebrations of local history. Over a two-day period, over seven hundred people were able to see and experience a more livable environment for residents of all ages." (Howe, 2019, p. 215) Smart Growth America, a national nonprofit that advocates for better communities through strategic planning, published a report called *The State of Transportation and Health Equity* that proposes strategies to address challenges to transportation and health equity.

(Smart Growth America, 2019) One of the strategies is to "use demonstration projects as a communication tool." (Smart Growth America, 2019, p. 25) The report states that demonstration projects are "effective, engaging tools for communities and transportation departments to test out new ideas, gather feedback, and show the flexibility of the built environment." (Smart Growth America, 2019, p. 25-26)

Demonstration projects are often implemented by community members, community-based organizations, government agencies, or a combination of different partners. The *Tactical Urbanist's Guide to Materials and Design* gives two examples of projects initiated by individuals or community organizations without permission from the government: an unsanctioned crosswalk painted by an individual and multiple unsanctioned crosswalks painted by a community organization. (Lydon et al., 2016) Both of these projects happened to scale up to more permanent projects built by the city. These types of examples have been seen all across the world and are what has, in large part, popularized the tactical urbanism movement.

A handful of community organizations are also leading demonstration projects, often in partnership with cities, but not always explicitly part of a demonstration project program, policy, or larger plan. Examples of organizations leading demonstration projects include TrailNet (St. Louis, MO), Livable Memphis (Memphis, TN), the Nashville Civic Design Center (Nashville, TN), Better Block PDX (Portland, OR), The Better Block Foundation (Dallas, TX), and WalkDenver (Denver, CO). Cities often seek to partner with these organizations because they have developed expertise in building pop-up demonstration projects. The Better Block Foundation is perhaps the most well-known organization leading demonstration projects as they work with communities and cities all over the country.

Many of these community organizations mentioned above, as well as a few planning firms, have produced tactical urbanism demonstration project guides to further empower residents,

community groups, and cities to implement demonstration projects. Some of the tactical urbanism demonstration project guides include the following: *The Tactical Urbanist's Guide to Materials & Design* by the Street Plans Collaborative (Lydon et al., 2016); *Slow Your Street: A How-To Guide for Pop-Up Traffic Calming* by TrailNe (2016); *Planning By Doing: How Small Citizen-Powered Projects Inform Large Planning Decisions* by the Gehl Studio (2016); *The Pop-Up Placemaking Toolkit* by AARP and Team Better Block (2019); and *The Memfix Manual: A Practical Guide For Reimagining Your Neighborhood* by Memfix (2014).

A handful of cities are responding to these types of demonstration projects led by individuals and community organizations by creating programs and policies that allow community-initiated demonstration projects. One of the most popular examples is Park(ing) Day, which has become an international event where people take over parking spots to transform them into temporary parks for a day. The City of Seattle has expanded the idea of Park(ing) Day to allow permits for groups to temporarily transform the parking lane into bike lanes, curb extensions, chicanes, and more. Additionally, city programs in Fayetteville (AR), Burlington (VT), Snellville (GA), Fort Worth (TX), and others provide guidelines that allow community members and groups to apply to create a variety of short-term demonstration projects including curb extensions, wayfinding, parklets, traffic circles, public art, and more. Burlington's policy, for example, is called the *Community-Led Demonstration Project Policy + Guide*. (City of Burlington, 2018) A state agency, the Minnesota Department of Transportation (MNDOT) also created a *Demonstration Project Implementation Guide*. (MNDOT, 2019) Instead of a guide as part of an application-based program, the *Demonstration Project Implementation Guide* is meant to provide guidance to encourage communities and city agencies to implement demonstration projects as part of either Safe Routes to School or other efforts to promote walking and biking.

Some larger national organizations also provide technical assistance and grants to city agencies to implement demonstration projects. The National Complete Streets Coalition, for example, has worked with cities to implement demonstration projects as part of their Safe Streets, Smart Cities Academy initiative. The American Association of Retired Persons (AARP) also provides funding for communities to conduct demonstration projects through their Community Challenge Grants. The National Association of City Transportation Officials (NACTO) works with cities internationally to conduct demonstration, pilot, and interim design projects through their Global Designing Cities Initiative (GDCI).

Cities such as New York City, San Francisco, Oakland, Los Angeles, Vancouver, and Chicago have programs that allow community groups to apply to transform underutilized street space into tactical urbanism interim design plazas, parklets, activated alleyways, and more. As part of that process some of these programs, like New York City's Plaza Program, implement one-day demonstration projects to gather public feedback and let the community experience the project before scaling up to an interim design. In addition to the ways that I mention above, demonstration projects are also utilized specifically for community participation.

Tactical Urbanism Demonstration Projects as Community Participation

One of the many benefits of tactical urbanism demonstration projects is their ability to involve the community. Demonstration projects are useful tools for community participation because they allow people to see and experience a project, sometimes take part in the implementation, and provide feedback on the site. Demonstration projects, similar to pop-up events (described earlier in the literature review), also allow more people to be involved than traditional forms of community outreach because they take place out on the street where communities live and often last for many hours. Most of the community organizations and cities leading or enabling demonstration projects aim to involve and engage the community in some way.

Just like any tool for community participation, demonstration projects have varying degrees of public involvement. Even demonstration projects that have zero community involvement in the design process and implementation, people passing through the project will get to see, experience, and provide feedback *during* the project. Demonstration projects that are perhaps the most participatory empower the community to design, plan, and implement the projects themselves; the project leaders--whether community leaders or professional planners and designers--simply serve as project facilitators to serve the community's vision.

In the *Planning By Doing* guide by the Gehl Studio, they call tactical urbanism projects *action-oriented planning* and promote the benefits of this approach, which includes demonstration projects, for better public engagement. (Gehl Studio, 2016) The guide promotes tactical urbanism, or in this case *action-oriented planning*, for allowing public feedback and engagement through "*use* and *demonstrated* preferences" instead of just "*argument* and *stated* preference." (Gehl Studio, 2016, p. 8) In other words, people get to see and experience a demonstration project *and then* can often offer their stated preference. The typical community participation process forces people to form an opinion about a proposal that they might have never seen or experienced, which can often lead to negative reactions. In this regard, the guide promotes *action-oriented planning* because it "welcomes any kind of feedback," whereas the traditional community participation process "tries to avoid negative feedback at all costs." (Gehl Studio, 2016, p. 8) If demonstration projects receive negative feedback, the design can easily be adjusted to meet the community's needs before it scales up to permanence.

One way that tactical urbanism demonstration projects are used specifically for community outreach, as well as education and encouragement, is by hosting one-day demonstration projects in multiple communities across a city, region, or even state. The Southern California Association of Governments (SCAG), the nation's largest Metropolitan Planning

Organization, and TrailNet, a non-profit organization based in St. Louis, Missouri, provide two examples. SCAG and TrailNet have created a pre-approved set of materials that cities or communities can borrow to empower them to more easily replicate demonstration projects across many different locations. SCAG calls their materials a Kit of Parts, and TrailNet refers to their materials as a Traffic Calming Lending Library. SCAG partners with local city and county governments to implement demonstration projects through their *GoHuman Campaign*. The campaign is "a community outreach and advertising campaign" across the southern California region to introduce traffic safety concepts to communities and encourage more biking and walking. (SCAG, 2017, p. 6) TrailNet partnered with the Missouri chapter of the APA as well as many others through the APA's Plan4Health initiative to host tactical urbanism demonstration projects throughout St. Louis and other communities across Missouri to educate communities about traffic safety.

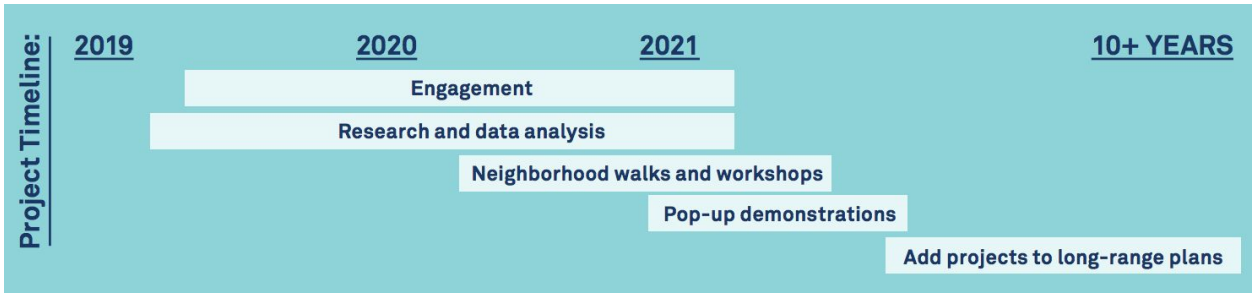
SCAG's GO Human demonstration projects also provide a concrete example of how demonstration projects can include more people than traditional community meetings. The survey that SCAG uses to collect community feedback on demonstration projects includes a question asking participants if they had ever attended a community meeting with the local city or county to talk about transportation. According to the *State of Transportation Planning 2020* report published by the APA, from seven SCAG demonstration projects between 2017 and 2018, "an average of 73% indicated they had not. This number indicates that a majority of residents attending Go Human events [the demonstration projects] previously were not engaged in providing feedback or input to inform planning decisions, but through Go Human, they have an avenue to participate in the planning process." (Le Suchkova & Lippe-Klein, 2020, p. 173) While the projects from SCAG and TrailNet are directly tied to larger planning projects and processes, most of them are not explicitly included as part of the community participation process for a larger bicycle, pedestrian,

or transportation-related plan. SCAG and TrailNet's process for demonstration projects do, however, offer some great lessons, some of which I will include in the discussion section.

Cities and other government agencies have begun to use tactical urbanism demonstration projects as part of larger plans and primarily as a tool for community engagement. According to *Urban Design: Method and Techniques* by Rafael Cuesta (2003), the typical planning process can be divided into phases including setting goals, surveying or understanding the existing conditions, analyzing the problems and possibilities, developing design alternatives, evaluating those alternatives, and developing the final plan, and then monitoring the plan's implementation. To simplify these steps even further I will describe the typical planning process into three overarching phases: existing conditions analysis, developing and reviewing design alternatives, and finalizing plan recommendations. Demonstration projects, when used as part of the planning process, are most often used during the design alternatives phase to gather public feedback on a specific design recommendation that the community helped to envision. The feedback from the demonstration project is then used to directly inform the final plan recommendations, after further community outreach. The *Tactical Urbanist's Guide to Materials and Design* states that "tactical urbanism projects are meant to be adjusted in response to feedback and evaluation. The project comes in the middle of the public outreach process, not at the end of it." (Lydon et al., 2016, p. 19) Occasionally demonstration projects are also used at the beginning of the planning process to generate awareness, education, and excitement about the upcoming plan. Demonstration projects can also come after the plan has been adopted in order to start project implementation and test recommended projects. A few city governments that have demonstration projects embedded into the planning process include the City of Los Angeles, Culver City, the City of Pittsburgh, and the City of Denver. I will discuss these cities as examples for how demonstration

projects are part of the planning process, but will go into further depth about separate specific case studies and plans in the next section.

Figure 3



Source: Los Angeles Department of Transportation, *Planning for Stress-Free Networks Fact Sheet, n.d.*

The City of Los Angeles Department of Transportation (LADOT) has a program to create and implement Safe Routes to School Plans (SRTS) to improve traffic safety around schools. Demonstration projects in this process are actually implemented after a particular school's SRTS plan has already been completed in order to test a planned traffic safety improvement and gather public feedback before permanent installation. Although the plan has already been completed, demonstration projects are still used for community outreach to inform the actual permanent installation. LADOT also has demonstration projects as part of their recent *Stress-Free Networks* initiative, as shown in *Figure 3* above, that aims to increase traffic safety and make it more comfortable for people walking and biking along neighborhood streets throughout central Los Angeles. The planning process began in 2019 and pop-up demonstration projects will be used as part of the community outreach process beginning in 2021 to gather feedback and inform the long-term plans. In this case, demonstration projects are being used in the middle of the planning process to test design alternatives and gather public feedback.

Figure 4

	PHASE 1 VISIONING + DISCOVERY	PHASE 2 ALTERNATIVES + POLICY	PHASE 3 REVIEW + ADOPTION
ENGAGEMENT ACTIVITIES			
INFORM *(providing information in a timely manner)*	• Interactive Project Website • Email Distribution List • Social Media	• Interactive Project Website • Email Distribution List • Social Media	• Interactive Project Website • Email Distribution List • Social Media
CONSULT *(soliciting feedback on analysis, issues, alternatives)*	• City Council Visioning • Online Surveys • Stakeholder Interviews	• Online Surveys • Planning Commission, City Council + Commission Meetings	• Online Surveys • Planning Commission, City Council + Commission Meetings
INVOLVE *(work directly with to ensure concerns and aspirations are understood and considered)*	• GPAC Meetings • Community Workshops + Festivals	• Community Workshops + Festivals • Tactical Urbanism Demonstration Project	• Community Workshops + Festivals
COLLABORATE *(partner with the public in development of alternatives and identification of preferred solution)*	• TAC Meetings	• GPAC Meetings • TAC Meetings	• GPAC Meetings • TAC Meetings
KEY DELIVERABLES			
	• Vision + Guiding Principles • Existing Conditions Reports • List of Key Issues	• Land Use + Mobility Alternatives • Preferred Land Use + Mobility Plan • Policy Frameworks for each GP Element	• Public and Final Drafts • Digital General Plan Documents
APPROXIMATE TIME FRAME			
	Summer 2019 to Fall 2019	Winter 2020 to Summer 2021	Summer 2021 to Summer 2022

Source: City of Culver City (2020), *General Plan 2045: Community Engagement Plan*

Another example is Culver City, a small city adjacent to Los Angeles, that plans to use demonstration projects as part of the process for the Culver City General Plan, which just began at the end of 2019. Culver City has explicitly incorporated tactical urbanism demonstration projects as part of the Community Engagement Plan for the larger General Plan, as shown in *Figure 4*, above. The demonstration projects will be used during the middle of the planning process during the design alternatives phase to test concepts generated by the community and gather public feedback to inform the final plan recommendations. The Community Engagement Plan adapts components of the IAP2 *Spectrum of Public Participation* (2018) (introduced in the literature

review on pg. 6) to describe the City's public engagement tools. Demonstration projects are included under the category of *involve* and during phase 2, as shown in the figure above.

Figure 5

1 ← PUBLIC IMPACT SCORE → 5				
Inform (1)	**Consult (2)**	**Involve (3)**	**Collaborate (4)**	**Empower (5)**
We Inform You The City will provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	We Inform Each Other You Inform Us Use public dialogue to seek feedback on proposals, analyses and alternatives. Work directly with the public throughout the process to ensure that issues and concerns are consistently understood and considered. Involve adds dialogue to the elements of the "inform" and "consult" levels.		We Inform Each Other Collaborate with the public on some or all aspects of the planning decision-making process, including the identification of issues, development of alternatives and the identification of the preferred solution.	
Goal				
We will keep stakeholders informed.	We will work with stakeholders to ensure that their concerns and issues are directly reflected in the alternatives developed, and provide feedback on how public input influenced the decision. Ensure that stakeholders are informed and feel heard.		We will look to stakeholders for direct advice and innovation in formulating solutions and incorporate their recommendations into the decisions to the maximum extent possible.	
Examples of Techniques				
Letters (mail/email), flyers, fact sheets, reports, newsletter articles, websites, press releases, social media, open houses, signs	Comment forms, public comment periods, small discussion groups, surveys/pools	Advisory groups, workshops, design charrette, deliberative dialogue	Public-involved workgroups/ partnerships, joint venture, ballot, participatory budgeting	
Techniques in Toolkit				
Office Hours / Coffee Hour	Storytelling Workshop		Demonstration Project	
Open House	Community Walkshop		Facilitator / Advocacy Training	
Summit	Community Asset Mapping		Action Teams	
Website / Blog	Pop-Up Exercise		Visioning Exercise	
Advertising Products	Collage Scenarios / Dot Activity		World Cafe	

Source: Pittsburgh Department of City Planning (2019), *Public Engagement Plan*, pg. 57

Demonstration projects are embedded into the City of Pittsburgh's comprehensive and neighborhood planning processes. The City of Pittsburgh Department of City Planning created a Public Engagement Guide, created at the end of 2019 after an extensive public process with input from numerous stakeholders and professionals. (Pittsburgh Department of City Planning, 2019) Tactical urbanism demonstration projects are included as part of the guide's toolkit, as shown in

Figure 5 above. The Public Engagement Guide "outlines a framework for how the City, primarily through the Department of City Planning (DCP), conducts engagement efforts throughout long-range planning processes" and aims to "create a shared set of principles and language to public engagement efforts across City departments." (Pittsburgh Department of City Planning, 2019, p. 10) The tools and principles from the Public Engagement Guide are primarily used to inform the process for the City's comprehensive planning and neighborhood planning processes. The Public Engagement Guide, similar to Culver City mentioned above, also adapts the IAP2 *Spectrum of Public Participation* (2018) (introduced in the literature review on pg. 6) to describe the City's public engagement tools. Demonstration projects are included under the categories of *collaborate* and *empower*.

The City of Denver's Community Planning and Development Department includes demonstration projects as part of their *Neighborhood Planning Initiative Strategic Plan*, adopted at the end of 2016, to set a framework for how the City approaches neighborhood and area plans. (Denver Community Planning and Development Department, 2016) The plan's community participation toolkit includes four categories of tools including traditional, targeted, innovative, and online. Tactical urbanism demonstration projects are included as an innovative tool for public participation. The City states that demonstration projects are "typically used late in the planning process, when recommendations or alternatives are known." (Denver Community Planning and Development Department, 2016, p. 25) As shown above, demonstration projects led by government agencies are often either part of a specific larger plan and/or built into the way that government agencies approach planning and community participation more generally.

Gaps in the Literature

The literature on community participation in urban design and planning describes various new and innovative forms of participation but does not include any forms of tactical urbanism as a method. The literature on tactical urbanism does mention tactical urbanism's potential for more inclusive community participation (Lydon & Garcia, 2015), but mostly focuses on its *inability* to engage with or reflect the community's needs. (Abad, 2012; Davidson, 2013; Douglas, 2018; LaFrombois, 2017; Loukaitou-Sideris et al., 2012; Shapiro; 2013) Small-scale urban design projects have been discussed as a tool for participation (Hamdi, 1997; Lawson, 2017; Ruggeri, 2006; Wilson, 2018), but have not been specifically related to tactical urbanism demonstration projects. The tactical urbanism literature also rarely explores city-led initiatives, especially as a tool for community participation. City-led tactical urbanism programs have been criticized for having too many requirements in its applications, often keeping low-income and communities of color from participating. (Abad, 2012; Lindy Institute for Urban Innovation, 2019) Very little literature exists, however, analyzing how tactical urbanism is being used by cities as part of the planning process. Tactical urbanism demonstration projects, as shown in the section above, are beginning to more frequently be practiced by government agencies, but are not specifically addressed in the academic literature. Demonstration projects show up in reports and guides published by organizations, but not through the typical academic publishers or through universities. To address these gaps, I will attempt to answer the following questions.

MY RESEARCH PROJECT

Research Question(s):
How are government agencies using tactical urbanism demonstration projects for community participation as part of the planning process? Can tactical urbanism demonstration projects facilitated by cities further more equitable and inclusive community participation? How effective

are tactical urbanism demonstration projects (facilitated by government agencies) in addressing problems of equity and exclusion engaged in the tactical urbanism literature?

METHODS

I used qualitative methods for my thesis to answer the research questions mentioned above. Specifically I conducted case study research, analyzed public planning documents, and conducted interviews. I used these qualitative methods to analyze how various cities and government agencies in the United States currently use tactical urbanism demonstration projects as a tool for community participation and the opportunities and challenges of each government agency's approach. As part of developing the case studies, and in addition to analyzing public documents, I also emailed the government agencies in charge of each case with a series of open-ended questions to better understand the impact of their case studies and their effectiveness as a tool for community participation. Lastly, I also looked at publicly available documents to better understand how tactical urbanism was used for my case studies. These documents were City reports and plans. Together, the data and information gathered from the documents, email and phone interviews, and case studies were analyzed and synthesized to inform the outcome of my thesis.

The case studies I chose to explore focus on tactical urbanism demonstration projects that were used as a tool for community participation as part of the planning process. All of the plans are focused on improving active transportation including the safety, comfort, and convenience of walking, bicycling, and rolling. I chose to analyze the following six cases, as shown in *Figure 6* on the following page: the Safer Taylor Street project in San Francisco, CA; the Michigan Avenue Neighborhood Greenway Concept Plan (MANGO) in Santa Monica, CA; the Yellow Brick Road Iron Triangle Walkable Neighborhood Plan in Richmond, CA; the JC Walks Pedestrian Enhancement Plan in Jersey City, NJ; the Seaside & Marina Safe Walking & Biking to School:

Complete Streets Plan in Monterey County, CA; and the ND Moves Statewide Active & Public Transportation Plan in the state of North Dakota.

While four out of the six cases were in California, the cases offer a wide range of plan and project types, scales, and levels of community participation. Plan types include two corridor-level plans, a neighborhood plan, city-wide plan, county plan, and state plan. The demonstration project durations include projects that lasted one day, two days, thirteen days, seventeen days, and 1 month. Project scales include street design improvements that cover one intersection, one block, two blocks, and three blocks. Some plans include one demonstration project at one intersection all the way to nine demonstration projects across an entire state. In terms of community participation, each of the case studies offer different approaches and lessons. Additionally these case studies offer lessons and implications for using demonstration projects as a tool for community participation to advance equity and work with underserved and marginalized populations. Four of the six case studies include plans that specifically focus on working with and in historically marginalized populations. I primarily chose these case studies because of the variety of types of plans, demonstration projects, community participation, and focus on working with and in marginalized communities. The case studies also offered detailed publicly-available accounts of the demonstration projects and the larger planning process. For full disclosure, I also chose the Jersey City example because I personally participated in the demonstration projects as part of the consultant team.

Figure 6

Plan Name, Year of Plan Adoption, & Lead Agency	Location	Type of Plan	Duration & Scale
Safer Taylor Street (2018) SFMTA	San Francisco, CA	Corridor Plan	1 day; 1 block
Michigan Avenue Neighborhood Greenway Concept Plan (MANGO) (2014) City of Santa Monica	Santa Monica, CA	Corridor Plan	1 day; 3 blocks
Yellow Brick Road Iron Triangle Walkable Neighborhood Plan (2015) City of Richmond	Richmond, CA	Neighborhood Plan	2 days; 2 blocks
JC Walks Pedestrian Enhancement Plan (2018) City of Jersey City	Jersey City, NJ	City Plan	1 day; 1 intersection (many locations)
Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan (2020) TAMC	Seaside, CA & Marina, CA (Monterey County)	Safe Routes to School Plan (for two cities)	13 days & 17 days; 2 blocks
ND Moves Statewide Active & Public Transportation Plan (2019) NDDOT	North Dakota	Statewide Plan	up to 1 month; up to 1 block

Source: Author

Through both email and phone communication, I conducted short interviews with city (or other government agency) staff. Three of the responses were through email and one of the responses was via a phone call. I asked the following seven questions:

1. Was the demonstration project a useful tool for community participation?

2. What worked well in terms of community participation?

3. Did anything not work well?

4. Would you use this approach again during the planning process? If so, would you do anything differently?

5. Were there particular advantages to using a demonstration project as a tool for engagement specifically in the neighborhood where the demonstration project was located?

6. Did the duration of the demonstration projects work well for engagement?

7. Did the demonstration projects lead to interim or permanent installation? If not, are permanent installations planned and when would they be constructed?

I was only able to reach staff from four out of the six case studies, which included staff from: the SFMTA (Safer Taylor Street project), the City of Richmond (Yellow Brick Road Iron Triangle Walkable Neighborhood Plan), the NDDOT (North Dakota Active & Public Transportation Plan), and the City of Santa Monica (Michigan Avenue Neighborhood Greenway Final Concept Plan). I was unable to reach staff from the City of Jersey City (JCWalks Pedestrian Enhancement Plan) and the TAMC (Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan).

EXPECTED RESULTS AND/OR IMPLICATION OF MY RESEARCH

Tactical urbanism and how it is used by cities today is still rapidly emerging and evolving and I want to shape that evolution in a way where this approach can be used to benefit the most people and uplift our democracy and communities of all kinds. Wealthy communities can often oppose projects because they want to preserve their elitist lifestyle and are worried that anything new might threaten their way of life. Lower income communities and communities of color often live in neighborhoods that have been deliberately disinvested and neglected for decades. For this and a variety of other reasons related to systemic and institutional racism, communities of color often distrust government, law enforcement, and any sort of neighborhood change that isn't perceived to benefit them. I believe that, when used explicitly as a method of equitable and participatory community planning, tactical urbanism can help alleviate fear of change and distrust of government. Tactical urbanism can be used as a medium for the community to create and build their own visions for the public realm of their neighborhoods. When the community makes the decisions and can even take part in the implementation then they can take ownership in the outcome. I hope that this thesis sheds light on the opportunities and benefits that tactical urbanism demonstration projects can provide when incorporated into the planning process.

CASE STUDIES

Safer Taylor Street

Background

The Safer Taylor Street plan is a corridor-focused plan aimed to improve the safety and comfort of all road users on Taylor Street in the Tenderloin neighborhood of San Francisco. The city of San Francisco is the second most densely populated city in the United States and is located in northern California along both the Pacific Ocean and the San Francisco Bay. (Exner, 2018) San Francisco and the larger metropolitan area are experiencing one of the country's worst housing crises in terms of affordability. (Oatman-Stanford, 2018)

The Tenderloin neighborhood is centrally located in downtown San Francisco adjacent to the Financial District. The neighborhood and the Taylor Street project area are both highly urban in character with mostly mid-rise residential, commercial, and mixed-use buildings of 4 to 8 stories. The neighborhood has historically been a low-income and diverse neighborhood and is home to a large and increasing number of people experiencing homelessness. While centrally located and adjacent to some of the most expensive areas of the city, the Tenderloin has long been underserved and neglected by the city government and struggled with dirty streets, drug use, and other public health concerns. (O'Mara, 2018; Fuller, 2018; Knight, 2020)

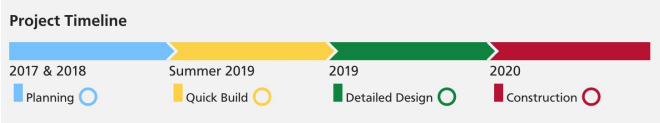
According to the Safer Taylor Street report, Taylor Street and the immediate surrounding neighborhood has a much lower median income, higher violent crime rate, and higher street cleaning requests compared to the San Francisco average. (SFMTA, 2018) The neighborhood immediately surrounding the Taylor Street project identifies as approximately 45% White, 36% Asian, 23% Hispanic/Latinx, and 9% Black. (U.S. Census Bureau, 2014) The neighborhood is more ethnically diverse and also has a higher density of youth and seniors compared to the rest of the city. (SFMTA, 2018)

Intro

Safer Taylor Street is a plan, finalized in 2018, led by the San Francisco Municipal Transportation Agency (SFMTA) to improve safety for all road users on Taylor Street between Market and Sutter Streets in the Tenderloin neighborhood of San Francisco. The City and County of San Francisco adopted a Vision Zero policy in 2014, which established the goal to eliminate all traffic fatalities by the year 2024. The WalkFirst initiative, developed in support of the larger Vision Zero effort, identified Taylor Street as a priority corridor for pedestrian improvements due to the corridor's disproportionately high number of traffic collisions and injuries compared to the rest of the city. (SFMTA, 2018) As part of the larger planning and outreach process for the Safer Taylor Street plan, the project team implemented a one-day demonstration project and pop-up community workshop.

Outreach Process

Figure 7



Source: Safer Taylor Street. Retrieved June 23, 2020, from SFMTA website: https://www.sfmta.com/projects/safer-taylor-street

As shown in *Figure 7* above, the Safer Taylor Street began at the beginning of 2017 and is planned for permanent construction either in 2020 or 2021 (the final report says 2021, but the timeline on the project website says 2020). Most of the planning and outreach, including the demonstration project, occurred in 2017 and 2018.

Figure 8

Source: (SFMTA, 2018, p. 34)

During project planning, from 2017 through 2018, the project had a robust outreach process split into three different phases: existing conditions, design alternatives, and final recommendations. According to *Figure 8* above, the project team gathered feedback from over 1,500 people, including 15 neighborhood groups and 11 businesses, utilizing 14 different outreach tools at 34 outreach events and in multiple languages. A detailed timeline and list of all of the outreach events is shown in *Figure 9* below. Within the first half of 2017, during the existing conditions phase, the project team held a community working group meeting, an open house, one-on-one stakeholder meetings, and tabling at community events. During the design alternatives phase between the fall of 2017 and spring of 2018, the project team held more community working group meetings, a photovoice project, more one-on-one stakeholder meetings, tabling at community events, and a tactical urbanism demonstration project. Photovoice is an innovative tool for community participation in which residents take photos at the project site of things that they like, dislike, etc. During the final recommendations phase of outreach during the second half of 2018, the project team held a community working group meeting, an open house, and stakeholder meetings.

Figure 9

Source: (SFMTA, 2018, p. 35)

Throughout the planning process the project team attended six existing community events to inform the public about the project with ways to get involved. Two project community partners, WalkSF and the Tenderloin Community Benefit District, also hosted eight different 'coffee corners' where they provided free coffee on street corners and talked with people about the project.

Demo Project

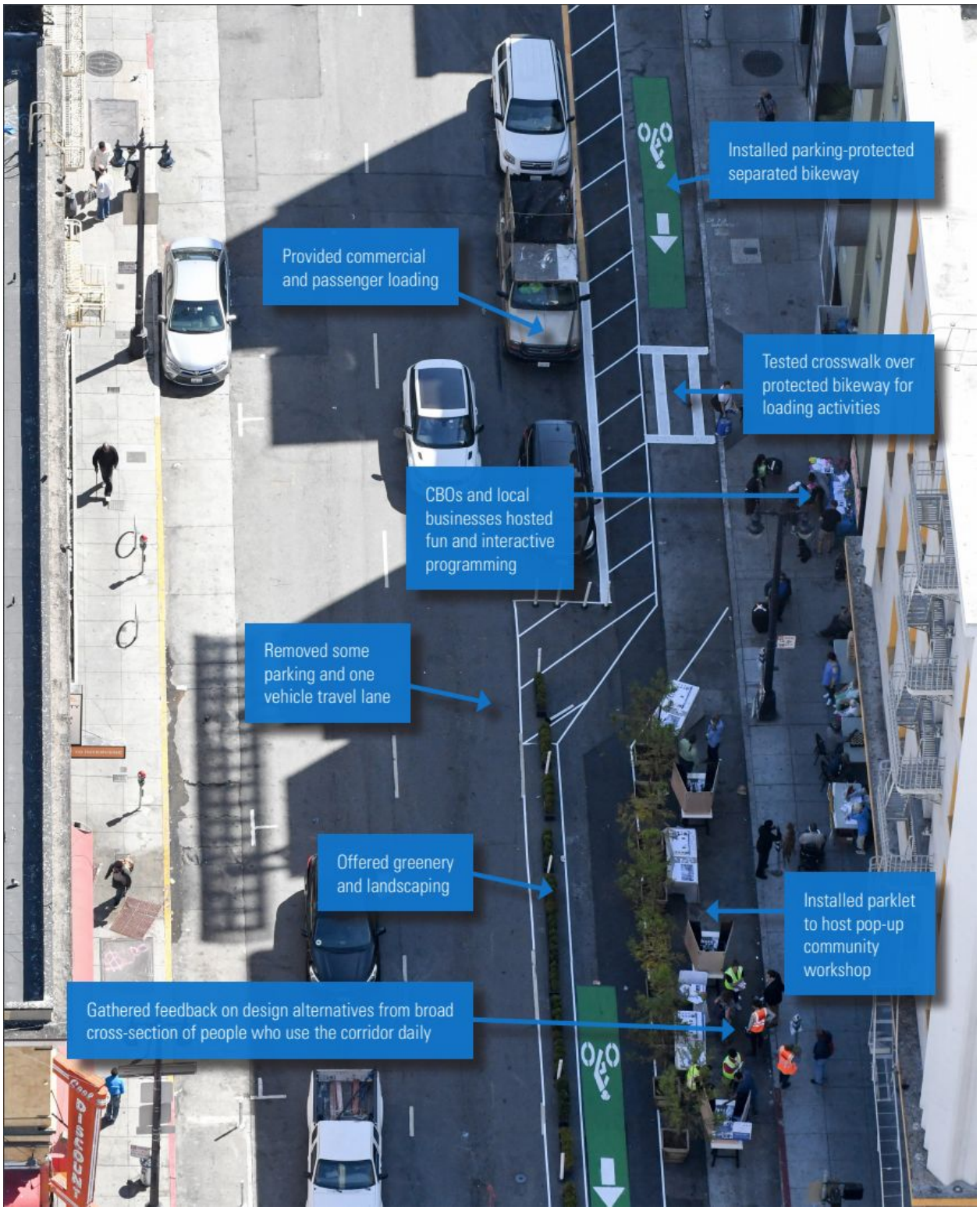
The tactical urbanism demonstration project occurred on August 30, 2017 at the beginning of the phase of outreach intended to come up with design alternatives. The feedback from the demonstration then helped to inform the final plan recommendations. The tactical urbanism demonstration project lasted for one day and occurred along one block. The temporary street transformation removed some on-street parking and a travel lane and included a parking protected bike lane, two parklets, loading zones, a crosswalk over the bike lane, and greenery. The demonstration project allowed people to experience first-hand these potential design improvements.

The Safer Taylor Street demonstration project was described in the final project report as an "innovative approach to public outreach" and emphasized the importance of the pop-up in allowing people to experience a potential design option and gathering input from a "broad cross-section of people who use the corridor daily." (SFMTA, 2018, p. 38)

In addition to the demonstration project itself, the project team was on-site, about 20 staff, to interact with and gather input from the public. The event as a whole was described and advertised as a community workshop and the second open house. Opportunities for public input during the demonstration event included guided tours of the project, public surveys, and an interactive 3D model that allowed people to further state their preferred design.

The SFMTA partnered with community based organizations and businesses for the demonstration project to connect residents with community services, provide project materials, and offer programming including an art class, games, and music. Project partners included SF Public Works, SF Parks & Recreation, Tenderloin Community Benefit District, Walk San Francisco, Tenderloin Neighborhood Development Corp, and the YMCA. *Figure 10* on the following page shows a photograph with descriptions of each component of the project.

Figure 10



Source: (SFMTA, 2018, pg. 39)

Overall, the demonstration project was able to engage with over 1,000 participants either through conversations, surveys, the 3D design model, etc. This demonstration project was early in the design alternatives phase, which allowed the project team to conduct more community outreach after the project to further refine the final design. Based upon the public's feedback before, during, and after the demonstration project, the final design did not include all of the design elements that occurred during the demonstration project, most notably the bike lane.

In *Tactical Urbanism in San Francisco: A Critical Planning Analysis*, Erin Sparks (2019) refers to the Safer Taylor Street project as more democratic and socially just compared to other forms of tactical urbanism such as individual and unsanctioned projects. Sparks states that "issues with traditional methods of consultation are well-documented, and evidence from the Safer Taylor Street consultation process suggests that the day long demonstration was successful in gathering input from a more diverse group of people. Tactical urbanism is clearly a useful tool to use in the consultation process, given that it allows people to experience proposed changes and give better, more informed feedback. While design charrettes, community forums and other types of consultation are useful mechanisms for gauging support for a project, creating a space where people can see and feel a proposed change allows for a more immersive consultation process." (Sparks, 2019, p. 92) Sparks also mentions how the community now wants the same level of community involvement that occurred during the Safer Taylor Street project for all projects going forward. (Sparks, 2019, p. 84)

After the demonstration project and planning phase, a street design was agreed upon and the project team built a low-cost quick-build version of the project to be in place until the permanent construction begins in 2020 or 2021. The quick-build project is an example of an interim design tactical urbanism project, built with materials meant to last at least a year. The

interim design allowed the community to quickly see tangible results and benefits after the demonstration project.

Equity/Inclusion

From my interview regarding the Safer Taylor Street Project, the city staff who worked on the plan felt that community participation methods needed to go beyond what the SFMTA traditionally uses for planning projects in order to equitably reach the needs of Tenderloin residents. The Tenderloin has been historically disinvested by the city and city staff felt that the demonstration project in particular, in addition to the other innovative forms of outreach used during the plan, was needed to empower the community and build trust. (SFMTA, personal communication, 2020)

The Safer Taylor Street plan aimed to center the community and their needs and included the following goals for community participation: "Support and leverage the ongoing work of local community-based organizations (CBOs); Recognize the diversity of residents, businesses, users, and organizations of the corridor through a robust and intensive public participation plan; and Engage vulnerable and at-risk populations that may not typically participate in transportation planning processes." (SFMTA, 2018, p. 5) These goals were addressed in ways such as providing many different forms of outreach, having a strong partnership with CBOs, and being open and transparent about the planning process. The CBOs were also hired by the SFMTA to help with the community outreach in terms of strategy and conducting outreach. (SFMTA, personal communication, 2020) When working with CBOs as partners, it is equitable to compensate them for their time.

Instead of just evaluating this project based upon how the final project performs, the city staff had a framework for also internally evaluating different aspects of the planning process, including community outreach. Some of the objectives for community outreach include the level of

participation by CBOs, the diversity of outreach efforts, and community satisfaction with engagement. These objectives were evaluated based upon measures such as the number of people and groups involved, the number of different types of outreach efforts, the number of events with translation services, the number of tasks led by community groups, and many more.

While specific outcomes and results of this evaluation are not publicly available, the plan seems to have done really well at meeting most of these objectives. The plan utilized a large amount and wide range of outreach types that were well attended and were in partnership with many different CBOs and stakeholders.

The demonstration project itself, according to the interview with city staff, was really successful at attracting a large number of people that wouldn't normally attend traditional forms of community outreach. (SFMTA, personal communication, 2020) It is likely that the robust community outreach process before and after the demonstration project helped with community trust and acceptance of the demonstration project itself. City staff noted, from the interview, that the participants and CBOs really liked the demonstration project format. One good indication that the community's feedback was taken seriously and centered in this project is that the final design changed, based upon feedback from the community, after the demonstration project. The community had concerns about the protected bike lane in particular and so the project team removed it from the final design.

The Safer Taylor Street demonstration project appeared to be an equitable and inclusive form of outreach for a few reasons: the larger outreach process was extensive and explicitly centered the community; the project had over 1,000 participants; community-based organizations were hired partners; and the final design was altered to meet the community's needs. (SFMTA, 2018)

Lessons Learned / Key Takeaways

- It was held in conjunction with a public workshop to gather input
- It was held early in the design process, was one of many forms of community participation, and was in partnership with community-based organizations hired by the SFMTA.
- The project was implemented with interim materials in the summer of 2019, which allowed the community to quickly see tangible results and benefits.
- The project timeline was transparent from the beginning of the community participation process.
- The community's feedback was taken seriously because the final design was changed, based upon feedback from the community, after the demonstration project.
- Going forward, the City staff identified that they need quicker forms of community feedback such as comment boards because the survey took too long for people to complete.
- The City staff also stated that the project was too expensive because they had around 20 staff members present. The City would aim to make future demonstration projects less expensive and for longer than one day to gather even more feedback and data.

Iron Triangle Walkable Neighborhood Plan

Background (City, Neighborhood)

The Iron Triangle Walkable Neighborhood Plan is a plan aimed to create a network of streets that prioritize walking and connect to key community-identified destinations in the Iron Triangle neighborhood of Richmond, California. The city of Richmond has an estimated population of about 110,000 people and is located in northern California along both the San Pablo Bay and the San Francisco Bay. (U.S. Census Bureau, 2018) The city of Richmond, after rapid economic growth during World War II, has struggled with high crime rates and poverty and more recently gentrification and uneven economic growth. (Mara, 2018; Quintero, 2018)

The Iron Triangle neighborhood is centrally located within Richmond and is mostly residential with single-family homes. At the time of the plan in 2015 the neighborhood identified as approximately 60% Latinx and 27% African-American. (City of Richmond, 2015a) According to the most recently available census data, the neighborhood identifies as approximately 62% Hispanic/Latinx, 30% White, 19% Black, and 12% Asian. (U.S. Census Bureau, 2014) The neighborhood plan notes the many challenges the neighborhood faces including 50% of children living in poverty and poor air quality. (City of Richmond, 2015a) Other challenges include "unemployment, blight and decay, beleaguered and underfunded schools, little access to healthy foods, persistent health problems including asthma and obesity, high levels of violent crime, dangerous streets, and hopelessness." (City of Richmond, 2015a, p. 7)

Intro

The Yellow Brick Road Iron Triangle Walkable Neighborhood Plan, adopted in 2015, is a neighborhood plan aimed at improving "the safety, security and desirability of walking for transportation and health" (City of Richmond, 2015a, p. 4) for the Iron Triangle neighborhood of Richmond, California. The plan recommends a holistic, contextual set of recommendations for complete streets that would be "implemented in conjunction with rehabilitation of abandoned buildings and properties, code enforcement issues of aggressive dogs and fence lines, and personal security improvements to create safe, pleasant, artful, and walkable roadways." (City of Richmond, 2015a, p. 4) As part of the community outreach process for the Yellow Brick Road Iron Triangle Walkable Neighborhood Plan, the project team, in partnership with a local community group, implemented a two-day demonstration project.

Planning / Outreach Process

The plan had a unique approach to community engagement that began with the formation of a Community Outreach Team (COT) that consisted of "30 local residents, diverse in race,

ethnicity, and gender, mirroring the demographics of the neighborhood." (City of Richmond, 2015a, p. 8) The COT, in partnership with a local community group called Pogo Park, conducted a community-led walk audit over the course of 14 days from February 18 - March 5, 2014. They walked the neighborhood, documenting and then mapping the many barriers and opportunities to mobility. Pogo Park then led a community meeting in March of 2014 to identify potential routes for the plan. (City of Richmond, 2015b) The project team then walked the same route with the COT and Pogo Park in another walk audit in May of 2014 to understand the community-identified barriers and develop a shared understanding of possible design solutions during a subsequent charrette. The COT and the project team then partnered to create a demonstration project, or what the plan called a Living Preview, of potential street design improvements along a community-identified route in October of 2014. A final community workshop was held in January of 2015 to review the final plan recommendations.

Demo Project

The Living Preview demonstration project was held in October 2014, towards the end of the planning process to test design alternatives, gather public feedback, and refine the plan recommendations. Following the demonstration project, there was one final community workshop to finalize the proposed design and route recommendations. The demonstration project lasted for 48 hours, and occurred along two different blocks, one long block and one short block. The demonstration project included a roundabout, a protected walkway, bike lanes, a traffic circle, and a 'play street'. A play street temporarily closed the short block of Elm Avenue between 7th and 8th streets to motor vehicle traffic, added tables and chairs, greenery, and public art to provide a safe space for kids to play. Throughout the day, kids and residents used chalk to colorfully decorate the street. Supplementary to these improvements were curb extensions, high visibility crosswalks,

greenery, and public art. The traffic circle at 8th Street and Elm Avenue included locally made sculpture facilitated by the Pogo Park organization.

The demonstration project was widely publicized to the larger community in advance through a total of 5,000 notices sent to residents, schools, and other relevant stakeholders. A total of 354 people signed into the two-day project to experience the project and orally give feedback to the project team. In addition to those who signed in, there were others who passed by the project including over 1,000 cars who drove past the demonstration. Volunteers helped pass out flyers to drivers and people passing through the project and collected people's contact information through a sign-in table. The COT was on the site during the demonstration project to answer questions from local residents. Pogo Park's founder and executive director, Toody Maher, was quoted in an interview with the American Society of Landscape Architects about the demonstration project: "Neighbors could see what is going to be built rather than see it on a piece of paper. They could then add their thoughts right away. The community team, who are people the neighborhood knows, facilitated. Many neighbors, police, and fire fighters came up and thanked us so much for this." (Green, 2016)

Since the plan was adopted, multiple grants have been awarded to Pogo Park and the City of Richmond to implement the Yellow Brick Road plan. Just a year after the plan was adopted, Pogo Park was awarded a $50,000 grant to implement the first component of the plan, which included a permanent version of the play street at 8th street and Elm Avenue. The permanent project included a traffic circle with the community-built sculpture from the demonstration project, curb extensions, and roadway striping; all components of the permanent installation were from the demonstration project. The remaining components of the Yellow Brick Road plan are currently being planned. See the photos on the following page to see some of the different components of the demonstration project.

Source: City of Richmond, 2015a

Source: City of Richmond, 2015a

Source: City of Richmond, 2015a

Source: City of Richmond, 2015a

Source: City of Richmond, 2015a

Source: Kantor, 2014

Equity/Inclusion

The Yellow Brick Road plan was explicitly a community-led effort. The COT and the strong community partnership with Pogo Park seemed to have built trust within the community about the demonstration project and the larger plan. The idea and concept for the whole plan was identified by local youth and the COT represented the demographics of the neighborhood and were empowered to make impactful decisions throughout the plan. The demonstration project also incorporated interactive ways for the COT and volunteers to be involved including handing out flyers, helping set up, and allowing children to draw creative and colorful designs on the pavement with chalk. Locally made public art was also incorporated into the design of the demonstration project. Including the community as partners and involving them in the demonstration project helps give the community a sense of ownership about the demonstration project and the plan. According to the *lessons learned* section of the plan, the demonstration project model "is a powerful method to test ideas and engage community members in the transformation of their own streets." (City of Richmond, 2015a, p. 12) The plan also notes that "the premise of this project—recognizing that local residents are experts in their own environment—works." (City of Richmond, 2015a, p. 12) Overall the demonstration project and the plan appeared to be equitable and inclusive.

Lessons Learned / Key Takeaways

- The COT and Pogo Park, the local neighborhood community organization, and the larger community's ideas were centered in this project. The plan states: "We need to rethink our understanding of who is an expert. The premise of this project—recognizing that local residents are experts in their own environment—works." (City of Richmond, 2015a, p. 12)
- "The Living Preview model is a powerful method to test ideas and engage community members in the transformation of their own streets." (City of Richmond, 2015a, p. 12)

- Kids were involved in the project as volunteers, most of which were already part of Pogo Park's after-school programs. During the Living Preview, kids helped hand out flyers describing the project and used chalk to draw art on the play street.
- The community was included as part of the project, both through the traffic circle and the play street.
- A permanent version of the play street, which included the traffic circle and curb extensions were built shortly after the plan was adopted.
- The project might have benefited from more ways for the community to provide feedback during the demonstration project. Feedback was mostly through conversation and might have benefited from short surveys, comment boards, or some other type of feedback.

Jersey City Pedestrian Enhancement Plan

Background

The Jersey City Pedestrian Enhancement Plan is a city-wide plan aimed to improve pedestrian conditions along major corridors in each of the city's six wards or districts. The city of Jersey City is located just across the Hudson River from Manhattan in New York City. Jersey City has a population of about 265,000 and is a highly urban and densely populated city with 88% of the city's housing being multi-unit. (U.S. Census Bureau, 2018) The city is the third most densely populated city in the country. (Exner, 2018) According to a recent report, Jersey City is also the most ethnically diverse city in the U.S. (McCann, 2020) Overall, 37% of residents identify as White, 25% Black, 29% Asian, and 29% Hispanic. (U.S. Census Bureau, 2014) Roughly 18% of residents live below the poverty line, which is higher than the state average. (U.S. Census Bureau, 2018)

Intro

The Jersey City Pedestrian Enhancement Plan is a plan, adopted in 2018, focused on improving pedestrian safety and comfort across the city by focusing on six major corridors. (City of

Jersey City, 2018) One corridor is located in each of the city's six districts or wards and were selected based upon public feedback and existing conditions data. As part of the community outreach process for the Jersey City Pedestrian Enhancement Plan, the project team implemented a series of one-day demonstration projects in each of the city's six wards.

Outreach Process

At the beginning of the public outreach process, the project team hosted three pop-up outreach events at the end of August and beginning of September 2017. Surveys were collected through the three pop-up outreach events and online. In total, 282 people completed the surveys (179 directly from the pop-up outreach events), which asked residents where they like to walk, locations for desired improvements, and their preferred dates and times for upcoming walkability workshops. Walkability workshops were held in each of the city's six wards in October and November of 2017 and included pop-up demonstration projects. These workshops were advertised to the public through the pop-up outreach events, tri-lingual flyers, email, and social media. The walkability workshops included a walk with residents through the selected pedestrian corridors to document opportunities and challenges to the pedestrian environment. The results of these workshops directly informed the plan's recommendations for each pedestrian corridor. To inform the public about the pop-up outreach events and the walkability workshops, the plan included stakeholder and resident communication through email, social media, and tri-lingual flyers. These pop-up events, walkability workshops, and demonstration projects made up the bulk of in-person public outreach between September and November of 2017. A public meeting was held in April of 2018 to review the plan's recommendations, and then the final plan was adopted in May of 2018. (Kara, 2018)

Demo Project

Three pop-up outreach events were held at three different locations across the city during existing larger events and at popular community destinations. The goal of these events was to inform the public about the plan, the upcoming walkability workshops, and gather their feedback through surveys about their experience walking in Jersey City. A total of 179 people completed the surveys at the three events. The three pop-up outreach events were also tactical urbanism demonstration projects through the form of parklets with tables, chairs, signage, and planters. In addition to the surveys, these parklets increased the public's awareness of the plan and allowed residents to experience a potential pedestrian improvement.

In the months following the pop-up outreach events, the project team held six different walkability workshops in each of the city's wards. Along the walk audit route, the project team installed a one-day demonstration project that included colorful curb extensions, signage, planters, and a public feedback board. The demonstration projects took place in a variety of contexts both in terms of street configurations and neighborhoods and were selected primarily based upon a history of pedestrian crashes. The demonstration projects allowed workshop participants and local passersby to experience potential pedestrian improvements and offer their feedback through the feedback board and in discussion with the project team. More than 80 local residents participated in the six walkability workshops and many more people offered their feedback when passing through the demonstration project. Community input from these demonstration projects directly informed plan recommendations for each of the identified pedestrian corridors. Just a few months after the plan was adopted in 2018, the City began installing interim design curb extensions at many of the locations where the demonstration projects occurred. See the photos below for examples of some of the demonstration projects.

Source: Author

Source: Author

Source: Author

Equity/Inclusion

The Jersey City Pedestrian Enhancement Plan was equitable in terms of chosen locations for outreach and the proposed demonstration projects. The pop-up outreach events were held at three different wards across the city and the walkability workshops, which included demonstration projects, were located in each of the city's six wards across the city. Each of the chosen locations for the demonstration projects had various demographics and were some of the most dangerous corridors in terms of bicycle and pedestrian-involved collisions. The plan also states that the project team worked to "inform and involve vulnerable and environmental justice communities and low English proficiency (LEP) communities," which included coordination with community groups in these vulnerable communities and tri-lingual flyers posted to inform residents of the walkability workshops. (City of Jersey City, 2018, p. 10)

The three pop-up outreach events that took place at the beginning of the outreach process included temporary parklets and were used to gather feedback through surveys, inform the community of the plan and the upcoming walkability workshops. These demonstration projects were used to then inform the larger demonstration projects that were held as part of the walkability workshops. Utilizing demonstration projects to then inform and advertise more demonstration projects seemed to be a way to reach a large audience that might not normally be involved in traditional public meetings. As part of a larger walkability workshop, or walk audit, the demonstration projects had a built-in audience of interested residents, most of whom were already active transportation advocates. In addition to this focused outreach from the walkability workshop attendees, the everyday public was able to provide feedback through conversations and feedback boards. According to Mike Lydon, one of the consultants leading the demonstration projects, the project team was "able to reach 100s of more people than we would ordinarily with just the typical planning process." (Lydon, 2018)

The locations and the criteria for choosing the demonstration project locations targeted some of the most high-need areas, however, there were still opportunities for a more inclusive process. Most of the outreach staff, which included myself, did not mirror the demographics of the communities where the demonstration projects were located. There were also no community partners directly involved in the demonstration projects. While flyers were posted throughout the neighborhoods and chosen corridors prior to the events, it is unclear if the residents adjacent to the projects were directly notified. One other opportunity would have been to have volunteers involved in creating and attending the demonstration projects. Similarly, the projects were painted with colorful designs by the project team, but might have benefitted from community involvement or input regarding the artwork.

While certain aspects of the community process regarding the demonstration projects could have been improved, there were nine demonstration projects overall across the city (including the pop-up outreach events at the beginning of the planning process) within a very short timeline. Perhaps some of these opportunities I mention, such as a community partner for each one, was a tradeoff in order to scale and replicate the demonstration projects across the city. Overall, according to the plan, "the demonstration projects...were extremely popular and many people, workshop participants and passersby alike, requested that the curb extensions be made permanent immediately." (City of Jersey City, 2018, p. 25) As mentioned earlier, the City did implement many interim design versions of the demonstration projects within a few months of the plan's adoption.

Lessons Learned / Key Takeaways

- According to the plan, "the demonstration projects...were extremely popular and many people, workshop participants and passersby alike, requested that the curb extensions be made permanent immediately." (City of Jersey City, 2018, p. 25)

- Demonstration projects were used to advertise more demonstration projects. The pop-up outreach event parklets were used to gather early input on the plan and advertise the walkability workshop demonstration projects.
- The walkability workshop demonstration projects were distributed equitably across the city, one in each ward.
- The demonstration projects generated excitement and demand for more permanent improvements. Not long after the plan was complete, the City installed interim curb extensions in many of the same exact locations where the walkability workshop demonstrations occurred.

North Dakota Active & Public Transportation Plan

Background

The North Dakota Active & Public Transportation Plan is a statewide plan aimed at improving and encouraging more walking, biking, and public transportation. North Dakota is mostly a rural state, with the largest city, Fargo, having a population of just over 100,000 people. (U.S. Census Bureau, 2018) Around 90% of the state's land is devoted to agriculture. (North Dakota Department of Agriculture, 2020) The state is mostly white, at 84%, but also has more than double the percentage of Native American population, at around 5%, as compared to the United States as a whole. (U.S. Census Bureau, 2018)

Intro

The North Dakota Department of Transportation (NDDOT) Active and Public Transportation Plan is a statewide plan adopted in 2019 to be used as a guide for state and local non-motorized transportation investments. (NDDOT, 2019b) As part of the community outreach process for the NDDOT Active and Public Transportation Plan, the project team, in partnership with local municipalities, implemented various types of demonstration projects around the state.

Outreach Process

The public outreach process occurred in two main phases. Each phase consisted of an open house in each NDDOT district around the state for a total of eight meetings in November and December of 2017. An online survey was also open during the months when the open houses occurred. The first phase of meetings was focused on identifying barriers, opportunities, and people's goals for the state transportation system. From the first round of open houses, 139 people attended and 278 people answered the online survey--66% of engagement responses were from online surveys compared to the in-person open houses. The second round of open houses took place in July and August of 2018 and focused on gathering feedback from the draft bikeway recommendations and about measuring performance of the plan. Approximately only 23 people attended the second round of in-person open houses and 127 people (85%) responded via the online survey. In addition to the open houses, the project team had a meeting with tribal nations in January of 2018. Demonstration projects were also held during the spring and summer of 2018. The final plan was then adopted in April of 2019.

Demo Project

During the spring and summer of 2018, around the same time of the second round of open houses, NDDOT partnered with the North Dakota Department of Public Health and local communities to implement tactical urbanism demonstration projects in nine different cities across the state that expressed interest. In addition to the public input received from the open houses, these demonstration projects were meant to widen public engagement and increase local knowledge about potential bicycle and pedestrian improvements put forth in the plan. The demonstration projects were a way to gauge the public's feedback on general design concepts--instead of specific design alternatives like I have shown in some of the other case studies--that might be included in the statewide plan.

NDDOT provided technical expertise to local cities in North Dakota, a total of nine who participated, in the form of project planning, design, and installation of the tactical urbanism demonstration projects. The populations of the cities who participated were all small and mostly rural in character, ranging from 2,000 to 70,000 people. Local cities identified the location, provided the materials and volunteers, and conducted outreach and evaluation. The overall process for planning and outreach of the demonstration projects lasted five months, as shown in *Figure 11* below. Each demonstration project was preceded by workshops, planning & design, and pre-evaluation. A total of 83 volunteers helped with implementation, outreach, and evaluation, which, according to the project team, created a local sense of ownership over the projects.

Figure 11

Source: North Dakota Department of Transportation. (n.d.). *Pop-up Demonstrations As Public Engagement* (pp. 1–9). Retrieved from https://www.dot.nd.gov/plans/statewide/docs/Pop-up-Demonstrations-Public-Engagement.pdf

Demonstration projects ranged in duration from one day to four weeks, depending on the local municipalities' goals. The projects could be up to one block in length and included a range of street design improvements such as curb extensions, high-visibility crosswalks, traffic circles, road diets, and bike lanes. Project teams collected data on traffic speed and motorist behavior both before and during the demonstration projects. Overall they showed drivers slowed down and yielded more often at turns. Surveys were administered online and in person regarding peoples' perceptions of the demonstration projects. A total of 1,500 people responded to the surveys. On-site informational posters, postcards, and comment boards also collected feedback on the demonstration projects, and they gathered a lot of attention on social media. Most of the demonstration projects were strategically in place during an existing community event to attract

more people to the project. The 1,500 survey responses regarding the demonstration projects is a much larger number of people than the other forms of community outreach held during the plan.

The statewide plan documented lessons learned from these demonstration projects in Appendix B. The plan notes that "the number of public comments received was much larger than for most previous planning efforts, especially for a strategic planning effort. Therefore, the demonstrations appear to be an effective tool for engaging the public." (NDDOT, 2019a, p. 1) Because the demonstration projects were held in a variety of contexts and were not on state-owned roads, the state had no control over moving the projects toward permanent implementation. According to a report by NDDOT, however, "four of the nine communities are already moving summary recommendations toward realization." (NDDOT, n.d., p. 7) See the photos on the following pages to see different components of some of the demonstration projects.

Source: Dakota, N. (2018). *Bismarck ND Moves Pop-Up Project* [Photo]. Retrieved from https://www.flickr.com/photos/nddot/48050131713/

Source: Dakota, N. (2018). *Rugby ND Moves Pop-Up Projects* [Photo]. Retrieved from https://www.flickr.com/photos/nddot/48051536972/

Source: Dakota, N. (2018). *Mandan ND Moves Pop-Up Project* [Photo]. Retrieved from https://www.flickr.com/photos/nddot/48050095566/

Equity/Inclusion

The statewide plan conducted demographic analyses that identified the most vulnerable populations in terms of health, poverty, reliance on active and public transportation, and other indicators in order to prioritize investment and recommendations. The nine demonstration projects, however, were not based upon these high-need indicators, but were initiated mostly based upon the local municipalities interest; this could have left out the most high-need municipalities from participating. These municipalities had the time, interest, and capacity to provide materials and volunteers, and conduct outreach and evaluation. From the interview with

city staff, they did indicate that the participating cities were more ethnically diverse compared to the rest of the state. (NDDOT, personal communication, 2020) The project team also provided technical assistance and, according to the plan, this technical assistance "was especially valuable for smaller communities that may not otherwise have much access to active transportation planning and design resources." (NDDOT, 2019a, p.1)

The demonstration projects did seem to address the plan's goal to "increase engagement opportunities for underserved populations across the state." (NDDOT, 2019b, Chapter 1, p. 3) The demonstration projects were seen as a huge success in terms of widening community participation to communities that might not normally participate in the planning process, especially for a statewide plan and for small rural communities. Volunteers helped with implementation, outreach, and evaluation, which, according to the project team, created a local sense of ownership over the projects. Both in-person and online surveys were administered regarding the demonstration projects as well as on-site comment cards and feedback boards.

Some survey respondents did say they wished more outreach was done prior to the demonstration projects. There were workshops prior to the demonstration projects and designated community leaders working on the projects, but it is unclear if these workshops were available or advertised to the larger community. Overall, the demonstration projects received wide support from the communities, but the local process for involving residents seemed to have varied.

According to the plan, for example, "pop-up demonstrations focused on local communities leading public outreach. NDDOT may want to consider assisting with this work for any future demonstrations. The pop-up demonstration team should ensure that local jurisdictions clearly understand outreach needs before and during the popup demonstration." (NDDOT, 2019a, p.4) It is also important to note that these demonstration projects were primarily meant to educate and

generate excitement about the goals and concepts in the statewide plan and were not necessarily tied to longer-term permanent projects. While some projects have moved on to becoming permanent, others have not; this could create some confusion and a lack of trust with the community. Overall, the demonstration projects seem to have been a success, especially for a statewide plan, but there are tradeoffs with relying on key components of the demonstration projects from local municipalities.

Lessons Learned / Key Takeaways

- The demonstration projects were seen as a huge success in terms of widening community participation to communities that might not normally participate in the planning process, especially for a statewide plan. According to Appendix B of the plan "the pop-up demonstrations were a great way to gather public input and were seen as more effective than other strategies, such as community meetings." (NDDOT, 2019a, p. 6)
- The projects were successful in forming partnerships between various state and city agencies as well as starting conversations about bicycle and pedestrian projects.
- The projects were a particularly effective way to work with and engage small rural communities.
- Overall the projects received positive feedback from survey respondents. Some comments, however, showed a desire for more outreach prior to the projects and a clearer understanding of what permanent versions of these projects might look like.
- Most of the projects took advantage of nearby community events to gather more awareness.

Michigan Avenue Neighborhood Greenway Final Concept Plan (MANGO)

Background

The Michigan Avenue Neighborhood Greenway Final Concept Plan is a corridor-focused plan aimed at improving Michigan Avenue to encourage more walking and biking, primarily in the Pico neighborhood of Santa Monica, California. The city of Santa Monica has an estimated population of about 91,000 and is located on the beach adjacent to the city of Los Angeles. (U.S. Census Bureau, 2018) Overall the city is very wealthy, with a per capita income more than double the average for the larger metropolitan area. (U.S. Census Bureau, 2018) The Pico neighborhood, where the bulk of the proposed plan is located, is mostly low-rise multi-unit apartments and single-family homes. The census tracts immediately adjacent to or within the plan area identify as approximately 67% White, 29% Hispanic/Lantinx, 15% Asian, and 12% Black. (U.S. Census Bureau, 2018) These percentages show that the project area has almost twice the percentage of Hispanic/Latinx population, three times the percentage of Black population, and one and a half times the percentage of Asian population compared to the city of Santa Monica as a whole. (U.S. Census Bureau, 2014) Additionally, more people rely on public transportation, walking, and biking than the rest of the City, according to the plan. The Pico neighborhood is historically a community of color that has a history of disinvestment due to redlining and racial covenants. The neighborhood was also further disrupted by the building of the Santa Monica Freeway in the 1960s. In recent years the neighborhood has also been rapidly gentrifying. (Groves, 2006)

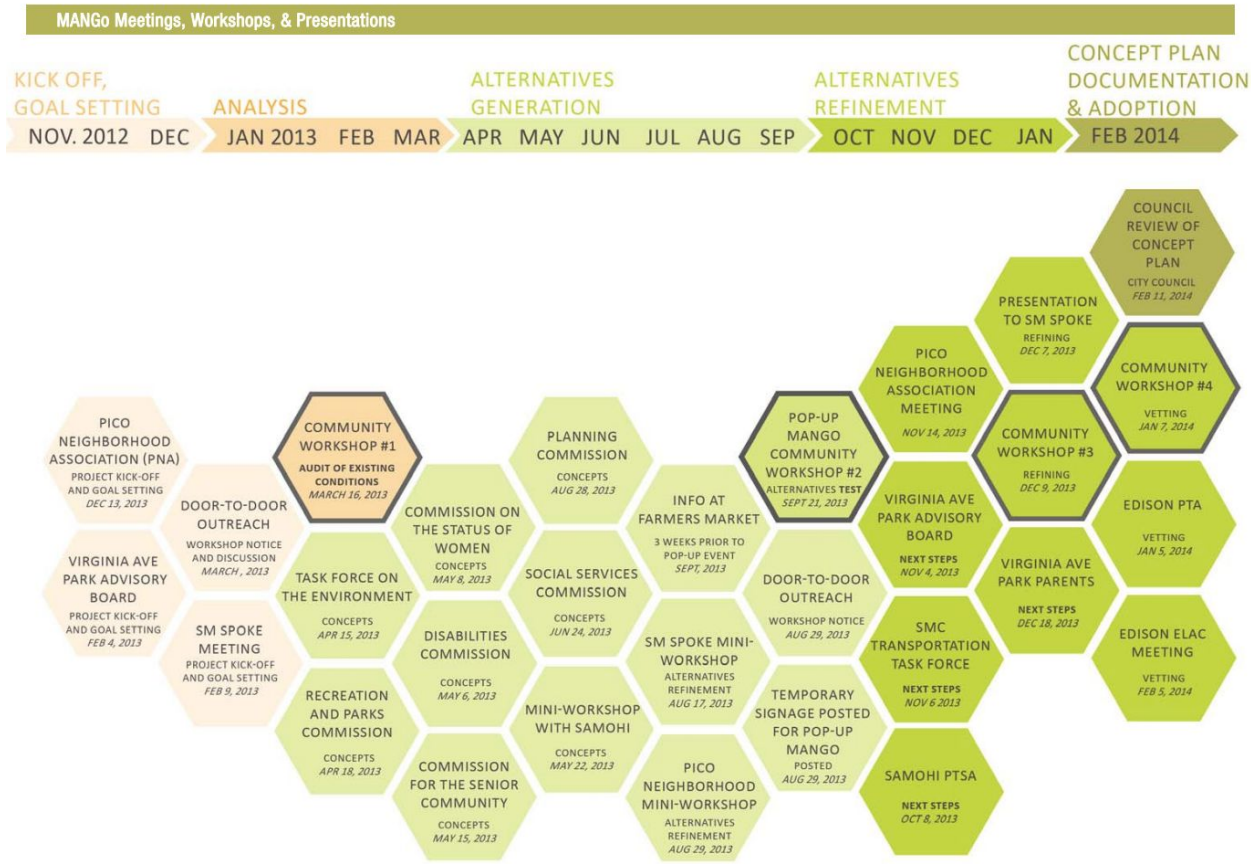
Intro

The Michigan Avenue Neighborhood Greenway Final Concept Plan outlines the vision and design for a neighborhood greenway in the Pico neighborhood of Santa Monica and was adopted in 2014. (City of Santa Monica, 2014) A neighborhood greenway, according to the plan, is a neighborhood street that is meant to be safe for all road users, particularly people walking and biking; these streets place an emphasis on prioritizing local traffic with slow speeds. The Michigan Avenue neighborhood greenway is part of a larger proposed network of neighborhood greenways

outlined in the City's General Plan and Bike Action Plan. As part of the larger community outreach process for the Michigan Avenue Neighborhood Greenway Final Concept Plan, the project team, in partnership with various local organizations, implemented a one-day demonstration project.

Planning / Outreach Process

Figure 12



Source: (City of Santa Monica, 2014, p. 19)

The life of the project started with the project kickoff at the end of 2012 and ended with the plan adoption in the beginning of 2014. *Figure 12* above shows a detailed account of the components of the plan and outreach process. The project had five phases including kick-off and goal-setting, analysis, preliminary alternatives generation, alternatives refinement, and concept plan development and adoption. Within those five phases, the outreach process included four

community workshops. The community workshop #1 was held in March of 2013 and included a bi-lingual walking and biking audit of the proposed greenway corridor. Community workshop #2 was held in September of 2013 and included the pop-up demonstration project that tested the community's ideas for the design of the corridor. Community workshops #3 and #4 were held in December of 2013 and January of 2014 respectively in order to refine and vet the final design concept for the greenway. The final plan was then adopted in February of 2014.

In addition to the community workshops, the project team collaborated with the Pico Neighborhood Association (PNA) for door to door outreach and held 25 small group meetings and mini workshops with community organizations such as PNA, Santa Monica Spoke, and Samohi. (ASLA, 2014)

Demo Project

The demonstration project, advertised as Pop-up MANGO, was considered the second community workshop and aimed to test the community's ideas for the corridor and gather feedback to inform the plan's final recommendations. The project was advertised in advance through "bilingual digital invitations, blog posts, posters, postcard mailers, door hangers hung on all doors within the project area, posters at the City's farmers markets, and door-to-door bilingual outreach." (City of Santa Monica, 2014, p. 21) Additionally, "specially-designed temporary signage was posted along the whole corridor two weeks prior to the Pop-Up MANGO event." (City of Santa Monica, 2014, p. 21) The demonstration project lasted for one day, covered three full blocks of the proposed neighborhood greenway and included traffic circles, chicanes, curb extensions, a traffic diverter, parklet, landscaping, and colorful pavement using spray chalk.

In addition to the street design elements, the demonstration project included "local musicians, food trucks, booths with local organizations, arts activities for children, and a 'passport' program that guided people through the installations and gauged feedback." (City of Santa

Monica, 2014, p. 26) Overall, the demonstration project was called a *community festival*. Through the passport program, people stopped along the corridor at each street design type with opportunities to provide feedback such as feedback boards, comment cards, and Q&A sessions with the project team. If participants used their passport and provided feedback at each of the street design types, then they were able to receive a free lunch at one of the two food trucks at the event. A local non-profit organization Santa Monica Spoke also provided bike tours of the project corridor and bi-lingual staff were on-site to offer Spanish translations.

Over 400 people attended the demonstration event. Specifically 402 'passports' and 309 free lunch coupons were distributed, 268 comment cards were collected, and 254 attendees signed into the event. According to the attendee list, over 73% of attendees were local neighborhood residents. The demonstration project had over 400 participants, compared to around 154 total participants for the other three community workshops combined. According to city staff who worked on the project, many of the participants during the demonstration project said that they were not able to effectively understand the street design concepts for the neighborhood greenway during the first traditional community meeting. (City of Santa Monica, personal communication, 2020) Those same people said that the demonstration project allowed them to better understand the neighborhood greenway proposals because they could see and experience it first-hand. (City of Santa Monica, personal communication, 2020)

Since the Michigan Avenue Neighborhood Greenway Final Concept Plan was adopted in 2014, four different intersections along the greenway route have been updated with permanent curb ramps and traffic circles with trees, both of which were part of the demonstration project. This first phase of the project was completed in May of 2015, relatively quickly after the approval of the plan in February of 2014. The City of Santa Monica currently has received grant money to permanently upgrade four more intersections. In addition to the intersection improvements,

pedestrian-oriented lighting, high-visibility crosswalks, and wayfinding signage has been installed along the neighborhood greenway. See the photos on the following pages to see components of the demonstration project.

Source: (City of Santa Monica, 2014, p. 28)

Source: (City of Santa Monica, 2014, p. 29)

Source: (City of Santa Monica, 2014, p. 30)

Source: (City of Santa Monica, 2014, p. 29)

Equity/Inclusion

The MANGO plan had a robust community engagement process, as described above, that included many different opportunities for community involvement, excellent communication about the plan and opportunities to get involved, and strong community partnerships. The community outreach events had special accommodations for people with a variety of needs. The first community workshop, for example, was bi-lingual, offered free childcare, refreshments, and free bike valet. The two community workshops, the second of which was the demonstration project, were advertised in advance through "bilingual digital invitations, blog posts, posters,

postcard mailers, door hangers hung on all doors within the project area, posters at the City's farmers markets, and door-to-door bilingual outreach." (City of Santa Monica, 2014, p. 21)

The demonstration project itself, as mentioned, was well advertised, but also had many different interactive ways for people and organizations to be involved and had free food. The demonstration project had more than twice the number of participants compared to the other community workshops combined. The passport program provided an interactive way for participants to provide feedback and work their way through the different project components. Bilingual staff were present to speak with participants. Local organizations were involved in the project and had a presence with tables. Children were also able to participate through games. Free lunch was also provided as an incentive for those who participated in the passport program and provided their feedback. Most participants of the demonstration project were also from the immediate Pico neighborhood, which was important because some residents initially feared that the project would spur gentrification. (Lookout Staff, 2015) While local representation does not guarantee that the larger forces of gentrification won't occur, it certainly helps to ensure that the local community was directly involved and provided their feedback.

Most of the participants, according to city staff, also expressed satisfaction with the demonstration project. According to project staff, however, some participants did not like the traffic diverter--one of the street design components of the demonstration project. This feedback was taken seriously by the project team as the final design did not include the traffic diverter. There were also two more community workshops and small meetings with community groups to refine the design after the demonstration project.

One opportunity for improvement could have been direct involvement by the community partners and volunteers in creating the demonstration project and incorporating resident-implemented art. The artwork from the project appeared to have been implemented by

the project team. Overall the demonstration project process appeared to have been really inclusive and equitable in providing different ways for people to get involved before, during, and after the demonstration project.

Lessons Learned / Key Takeaways

- The demonstration project had over 400 participants, compared to around 154 total participants for the other three community workshops combined.
- The project team partnered with community organizations and had bilingual outreach.
- The project was very interactive with multiple stations and opportunities for feedback throughout the three-blocks.
- The project was made into a larger community event with activities for kids, free food, and local music.
- The project team collected and reported detailed data on the community's feedback on each design component.
- The project materials included nice temporary trees and planters, which contributed to resident approval.
- The extensive community process was enabled by a Caltrans Environmental Justice Grant. The first phase of the project was completed in May of 2015, relatively quickly after the approval of the plan in February of 2014. Other improvements have since been made along the greenway including a block of protected bike lanes, curb extensions, and high-visibility crosswalks.

Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan

Background

The Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan is a plan aimed to improve walking and biking conditions near schools in the cities of Seaside and Marina.

(TAMC, 2020) Seaside and Marina are both small coastal cities just north of the City of Monterey and south of the City of Salinas, with populations of approximately 34,000 and 21,000 respectively. Seaside and Marina are both mostly low-rise single-family and multi-unit residential cities. Both cities are ethnically diverse. Seaside's population identifies as 42% Hispanic, 31% White, 10% Asian, and 7% African-American. (TAMC, 2020) Marina's population identifies as 28% Hispanic, 36% White, 18% Asian, and 7% African-American. (TAMC, 2020) Seaside and Marina have both historically been diverse military towns centered around Fort Ord, which closed in 1993. Seaside and Marina have historically diverse populations and a thriving black community. Seaside, for example, was almost 30% Black in 1980. (McKibbon, 2009) After the shutdown of Fort Ord, the black population significantly declined and in recent years the Latinx population has largely increased. The complete streets plan is focused on improving walking and biking conditions around schools and, according to the plan, "of the approximately 7,500 students who attend the 15 schools covered in this plan, 64% are eligible for Free or Reduced Price Meals, which is an indicator of low-income households." (TAMC, 2020, p. 13)

Intro

The Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan is led by the Transportation Agency of Monterey County (TAMC) in partnership with the City of Seaside, the City of Marina, the Monterey County Health Department, Ecology Action, and the Monterey Peninsula Unified School District. The plan began in June 2018 and was adopted in February of 2020. The purpose of the plan is to develop infrastructure and program recommendations for each of the 15 public schools in the Monterey Peninsula Unified School District. The plan goals are to eliminate traffic fatalities and serious injuries for pedestrians and bicyclists and encourage walking and biking to school. As part of the community outreach process for the Seaside & Marina

Safe Walking & Biking to School: Complete Streets Plan, the project team implemented two different demonstration projects, each lasting approximately two weeks.

Planning / Outreach Process

Figure 13

Source: ecoact.org/planningmonterey

The planning process is outlined in *Figure 13* above. Community participation for the plan included two community meetings, walk audits at each of the 15 schools, parent surveys, student travel mode surveys, an online forum, parent meetings, and two demonstration projects. The community meetings were held in the fall of 2018. Bilingual outreach was used to promote the meetings, and Spanish translation, dinner, and childcare were all provided during the community meetings. Following the community meetings were walk audits held in September and October of 2018, parent and student surveys, and an online forum all aimed at developing recommendations for each school. Recommendations were then presented at parent meetings in the spring of 2019. Finally, a pop-up demonstration took place in both Seaside and Marina to test some of the community-identified recommendations and gather feedback from the community to inform the final plan in May of 2019. The final plan was then adopted in February of 2020.

Demo Project

The Seaside demonstration project was in place from May 1 to May 13, 2019 and covered one long block in front of Martin Luther King Jr. School of the Arts (MLK) between Yosemite Street and Mescal Street. Broadway Avenue was reduced from four lanes to two and included a parking-protected bike lane, a buffered bike lane, curb extensions, and high-visibility crosswalks.

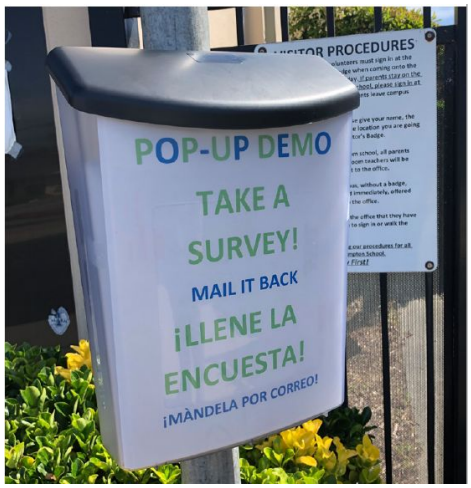
The Marina demonstration project was in place from May 14 to May 30, 2019 and focused on improvements at five different intersections along Carmel Avenue--three in front of Marina Vista Elementary School and two in front of Crumpton Elementary. The two schools are less than a quarter mile from each other. The demonstration project included high-visibility crosswalks and curb extensions. The number of lanes was also reduced at one of the intersections. In addition to the intersection improvements, bicycle sharrows were also painted on the roadway.

An online survey and an in-person survey were conducted to gather the community's feedback on the demonstration projects. According to the plan, there were "staff members on-site on the first day of each demonstration, before and after school, to explain the project to parents and hand out surveys," as well as the last day of each demonstration. (TAMC, 2020, p. 127) There were a total of 292 survey responses from all of the demonstration projects--119 from the Seaside project and 173 from the Marina project. Overall the majority of survey respondents liked the demonstration projects and wanted them to be made permanent. Relatively detailed demographic data was collected through the surveys, which helped to ensure that the feedback received was inclusive and representative of the larger community. Most survey respondents were parents of students at the schools adjacent to the demonstration projects and/or lived locally. Respondents from both demonstration projects were mostly female. Seaside respondents identified as the following races/ethnicities: 44% Hispanic, 29% White, 6% mixed ethnicity, 5% African-American, and 4% Asian. (TAMC, 2020) Marina respondents identified as the following races/ethnicities: 34% White, 22% Hispanic, 16% mixed ethnicity, 7% Asian, and 3% African-American. (TAMC, 2020) The respondents' race/ethnicity mostly mirrored the demographics of the cities of Seaside and Marina.

In addition to the surveys, the project team informed the community about the demonstration projects and gathered their feedback in the following ways: presentations to the

various stakeholder organizations and groups, posters and flyers posted at businesses, press coverage, banners with a link to the survey, flyers and surveys sent to residents adjacent to the projects, presentations at community gatherings at the local schools, information sent to the parent-teacher association, emails sent to interested residents, information advertised on social media, bike and walk to school days during the demonstration projects, boxes with surveys posted along the street, and more. According to the plan, "public input was a key measure of success for the demonstrations." (TAMC, 2020, p. 127)

The final recommendations for the streets where the demonstration projects took place were altered to meet the feedback from the community and the data collected from the traffic counts. There is no specific timeline for the implementation of the demonstration projects or the other projects identified in the plan because the implementation is dependent upon available funding from grants and local sources. See the photos on the following pages to see some of the demonstration project components.



Source: (TAMC, 2020, p. 127)

Source: (TAMC, 2020, p. 127)

Source: (TAMC, 2020, p. 128)

Source: (TAMC, 2020, p. 130)

Equity/Inclusion

As previously mentioned, there was a lot of community outreach prior to the demonstration projects to ensure that the design demonstration projects represented the community's ideas and needs. The forms of outreach included two community meetings, walk audits at each of the 15 schools, parent surveys, student travel mode surveys, an online forum, parent meetings, and finally the two demonstration projects. The community meetings all had free childcare, were bilingual, and had free dinner.

Residents were informed in a variety of ways about the upcoming demonstration projects, including those who lived directly adjacent to the projects. One notable way that local students were involved with the demonstration projects was through organized walk- and bike-to-school days. Students were able to directly experience the demonstration projects on foot and by bike. Surveys were collected during the duration of the demonstration projects. Relatively detailed demographic data was collected through the surveys, which showed that the feedback received was representative of the larger community in terms of demographics. Overall over half of survey respondents liked the demonstration projects and wanted them to be made permanent. There were a lot of concerns with certain design elements, but the final recommendations were altered to directly address this community feedback and traffic data collected by the project team.

Potential opportunities for improvement could have been through more partnerships with student groups or community-based organizations during the demonstration projects. Like many of the other case studies, this would have created more local ownership of the process. Because these demonstration projects lasted about two weeks long, the project implementation was fairly technical, which could have limited ways for direct community involvement in terms of implementation. Overall the outreach process, including the demonstration projects, was robust and inclusive, and the community's feedback seemed to have been a priority.

Lessons Learned / Key Takeaway

- According to the plan, “public input was a key measure of success for the demonstrations.” (TAMC, 2020, p. 127)
- The final recommendations for the streets where the demonstration projects took place were altered to meet the feedback from the community and the data collected from the traffic counts.
- The Bike and Walk to School Day events during the demonstration was a unique school-focused approach to engaging youth and schools in the project.
- The demonstration projects included temporary ADA accessible ramps.

RESULTS

The case studies in this paper, as I have described, represent how city, county, and state planning and transportation agencies have used tactical urbanism demonstration projects as a tool for community participation as part of the planning process. Demonstration projects have many benefits and are used for multiple reasons, but one of the major purposes is for community participation. These six case studies all show how demonstration projects are used in different contexts, in different ways, and for different purposes. The cases show lessons that should be considered when using demonstration projects generally and as part of the planning process for community participation. While many details contribute to a successful demonstration project such as collecting traffic data and cost related to materials, I will be focusing on the lessons for community participation. This section will summarize the results from the case study analysis, focusing on where demonstration projects occur within the larger planning process and the tools and practices used before, during, and after the demonstration projects. I will also review the results from the interviews with city and government agency staff. *Figure 14* on the following page provides a detailed overview of the six different case studies and their different approaches to community participation.

Figure 14

Plan Name, Year of Plan Adoption, & Lead Agency	Type of Plan	Duration & Scale	Stage of Planning	Traffic Safety Tools	Participation Tools	Communication Tools
Safer Taylor Street (2018) SFMTA	Corridor Plan	1 day; 1 block	Design Alternatives	parking protected bike lane, two parklets, loading zones, crosswalk, & greenery	tours, surveys, 3D Model, feedback table, programming (art, games, music, & CBO tabling)	signage, 20-staff members on site
Michigan Avenue Neighborhood Greenway Concept Plan (MANGO) (2014) City of Santa Monica	Corridor Plan	1 day; 3 blocks	Design Alternatives	traffic circles, chicanes, curb extensions, traffic diverter, parklet, landscaping, & colorful pavement	stations, feedback boards, comment cards, Q&A sessions, bike tours, & programming (free food truck, music, CBO tabling, & art)	signage, social media, project website, bi-lingual staff on-site; digital invitations, bilingual door hangers for residents, social media, phone calls, emails, press releases, & tabling
Yellow Brick Road Iron Triangle Walkable Neighborhood Plan (2015) City of Richmond	Neighborhood Plan	2 days; 2 blocks	Design Alternatives	protected walkway, bike lanes, traffic cirlce, play street, curb extensions, crosswalks, greenery, & art	COT helps install & coordinate the project, interactive art, conversations	public notices, signage, sign-in table, & flyers
JC Walks Pedestrian Enhancement Plan (2018) City of Jersey City	City Plan	1 day; 1 intersection (many locations)	Project Kick-Off; Design Alternatives	parklets, curb extensions, & art	surveys, walk audits, community feedback board	signage, pop-up events, tri-lingual flyers, email, &social media
Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan (2020) TAMC	Safe Routes to School Plan (for two cities)	13 days & 17 days; 2 blocks	Design Alternatives	road diet, parking-protected bike lane, buffered bike lane, curb extensions, crosswalks, & sharrows	surveys (including online), bike & walk to school day events,	presentations, posters, flyers, press coverage, banners, emails, social media
ND Moves Statewide Active & Public Transportation Plan (2019) NDDOT	Statewide Plan	up to 1 month; up to 1 block	Design Alternatives	curb extensions, crosswalks, traffic circles, road diets, bike lanes, & more	surveys (including online), comment boards	workshops, posters, postcards, social media, project website

Source: Author

Process

The case studies show that demonstration projects used for community participation can be effective at the beginning of the planning process to bring more awareness to the larger plan, such as with Jersey City's three initial pop-up outreach activities, or towards the middle and/or second half of the planning process to gather feedback on proposed design alternatives, which applied to all of the case studies. For projects used to test and gather feedback on design alternatives, this usually occurs after the project team has conducted significant outreach with the community to come up with potential designs to test.

Prior to the Demonstration

The demonstration project shouldn't be completely new to the community and they should have had significant input into the design of the project. While the purpose and benefit of many demonstration projects is to connect with residents who might not typically want or be able to show up to traditional forms of community outreach, the project might not be as embraced by the community if they weren't aware of or part of the planning for the demonstration project beforehand. While the projects were largely embraced, some of the participants for the North Dakota statewide plan, for example, expressed a desire for more community outreach prior to the demonstration projects. This might have been more difficult because of the statewide scale of the plan. The demonstration project in the Iron Triangle neighborhood of Richmond, CA, perhaps had the most direct community ownership and embracement of the project because the Community Outreach Team and the local non-profit Pogo Park essentially led the vision for the plan and the demonstration project. Locally made art was also incorporated into the design. All of the projects seemed to be largely embraced by the community, but it is likely that the community will have a more positive reaction the more involved they are before the project--particularly if the project is used during the design alternatives phase of the planning process.

For the Safer Taylor Street plan, for example, the project team conducted a community working group meeting, a community open house, stakeholder meetings, and tabled at community events before the demonstration project. The Jersey City Pedestrian Enhancement Plan held three pop-up outreach events which included small demonstration projects before the larger demonstration projects across the city. All of the case studies had multiple forms of in-person and/or digital outreach that either directly or indirectly informed the designs for the demonstration projects. In addition to meetings, workshops, and other forms of community outreach prior to the demonstration projects, it is important to inform and notify the public, especially those directly adjacent to the project, about the upcoming demonstration project. The Seaside and Marina plan and the MANGO plan both had perhaps the most robust communication before the demonstration projects. For the Seaside and Marina plan, the project team informed the community through: presentations to stakeholders, posters and fliers posted at local businesses, press coverage, banners, fliers given to neighbors one week before the demonstration projects, announcements at neighborhood and school meetings, fliers and information sent to the school PTA, information posted on social media and the project website, emails sent to the large resident contact list, and information sent to parents via Parentsquare. The MANGO plan notified residents in advance through "bilingual digital invitations, blog posts, posters, postcard mailers, door hangers hung on all doors within the project area, posters at the City's farmers markets, and door-to-door bilingual outreach." (City of Santa Monica, 2014, p. 21) Additionally, "specially-designed temporary signage was posted along the whole corridor two weeks prior to the Pop-Up MANGO event." (City of Santa Monica, 2014, p. 21) The more the community knows about the demonstration project beforehand, the more likely people might participate and support the project. I think that more robust communication with the community is especially

needed for demonstration projects that last for more than one day. The Seaside and Marina demonstration projects each lasted around two weeks.

The Demonstration Project (During)

During the demonstration projects, many of the case studies led residents through the project to guide them through the project components. The Jersey City plan held a walk audit through the larger pedestrian corridor identified in the plan and guided the participants through the demonstration projects--six in total. The Safer Taylor Street plan had project staff lead guided tours for interested people through all of the aspects of the demonstration project. The Seaside and Marina plan guided students through the demonstration project, allowing children to experience the project during organized Walk and Bike to School Day events. The MANGO plan had a local bicycle organization lead bike tours through the project and gave people 'passports' led people through the different project components, which were set up like stations. If participants stopped at a station and provided feedback through either comment cards, feedback boards, or a Q&A with project staff, then they would get a stamp. Participants that received stamps from all of the stations at the demonstration project got a coupon for a free lunch at one of two food trucks. The MANGO plan had the most extensive guidance through the project probably because the project covered three full blocks, whereas the other case studies were two blocks, one block, or even just one intersection.

In order to attract more people to the demonstration project, many of the projects took place during larger community events or further activated the site through programming. Jersey City held most of their initial pop-up outreach events, held at the beginning of the planning process, during existing community events. Most of the nine cities in the North Dakota plan also implemented their demonstration projects during existing community events such as a 4th of July rodeo. In North Dakota, this might have been particularly helpful because the cities that

implemented demonstration projects had much smaller populations compared to the other case studies. If not held during a community event, the other projects brought programming to the demonstration project. The MANGO plan, for example, advertised their demonstration project as a *community festival* and had "local musicians, food trucks, booths with local organizations, [and] arts activities for children." (City of Santa Monica, 2014, p. 26) Similarly, the Safer Taylor Street project also had live music, tables with community organizations, and games. The Iron Triangle project also provided opportunities for children to be involved by incorporating a 'play street' into the project design that provided a place for kids to play and use chalk to colorfully draw art on the closed street.

The different case studies also had slightly different approaches to gathering public input during the demonstration projects. Four of the six cases had in-person surveys that residents filled out. For the demonstration projects that lasted longer, the North Dakota projects and the Seaside and Marina projects, they also provided online surveys. While it requires more resources, demonstration projects that last longer provide more opportunity for resident feedback. Many of the projects also had comment boards or cards that allowed residents to quickly write short comments. The SFMTA staff for the Safer Taylor Project stated that if they were to hold another demonstration project in the future, they would have extended the project over multiple days to allow for more community input and traffic data gathering and would have provided quicker ways for people to provide input like comment boards. (SFMTA, personal communication, 2020) The surveys administered by SFMTA took participants too long to complete. Besides surveys and comment boards or cards, projects also gathered more informal feedback from people through conversations with partner organizations and project staff. (SFMTA, personal communication, 2020) Lastly, the Safer Taylor Street included a creative way to engage people on the street

through a table with a small 3-D model of Taylor street that allowed people to easily move different project components around to express their desired street design type.

Anecdotally, most of the projects were able to gather feedback from more people and a wider variety of people than other traditional forms of community input like public meetings. While it is likely that this is the case for all of the demonstration projects, I wasn't able to 100% confirm this based upon the project details. The MANGO and North Dakota projects each were able to confirm that they had more participation from the demonstration projects than from other forms of outreach. The MANGO demonstration project had over 400 participants, compared to around 154 total participants for the other three community workshops combined. The North Dakota demonstration projects had approximately 1,500 survey comments. The plan notes "the number of public comments received was much larger than for most previous planning efforts, especially for a strategic planning effort. Therefore, the demonstrations appear to be an effective tool for engaging the public." (NDDOT, 2019b, p. 1) While not all responses from the demonstration projects were positive--people driving cars provided the most negative feedback during the North Dakota projects--all of the case studies stated that their projects mostly received positive feedback.

After the Project

As previously mentioned, most of the demonstration projects took place during the design alternatives phase of the planning process meant to gather community feedback on potential street design improvements to inform the final plan recommendations. The Safer Taylor Street plan and the MANGO plan were notable for offering additional opportunities for community involvement both during the design alternatives phase, in addition to the demonstration project, and after the demonstration project before the final plan recommendations. In addition to the demonstration project for the Safer Taylor Street project, the project team also facilitated a

photovoice project with local youth (described in the section on the project), one-on-one stakeholder meetings, and a community working group meeting, all in addition to the demonstration project during the design alternatives phase of the planning process. After the demonstration project, the project team also held another community working group meeting, stakeholder meetings, and a community open house. Similarly, the MANGO plan held three workshops with local community groups, including a local high school, before the demonstration project as part of the design alternatives phase. After the demonstration project, the project team held a small meeting with local community groups and a larger community workshop to refine the proposed designs and then a final community workshop to vet the final designs before the plan was adopted. While providing many forms of community outreach before, during, and after the demonstration project might be ideal for certain projects, I do not necessarily think all projects need to take this approach to be successful. The Iron Triangle plan, for example, was a small community-driven neighborhood plan that had perhaps numerically less forms of outreach compared to the Safter Taylor Street plan and the MANGO plan, but each phase of outreach was seemingly intimate and impactful. The Iron Triangle plan also held a final community workshop and dinner after the demonstration project that informed the community of the final design concepts and allowed them to review the concepts that largely came from the community. The Seaside and Marina plan also had many forms of community outreach prior to the demonstration projects and took the community's feedback during the demonstration to directly inform the final plan designs. The plan did not, however, have many opportunities for feedback after the demonstration projects because they took place late in the design alternatives phase. The community feedback received during the demonstration projects, however, directly informed the final design.

Plans for Permanence?

A permanent project as a result of the temporary demonstration project is not directly due to a plan's community participation process, however, permanence is incredibly important in validating and justifying the time, energy, and resources that the community spent during the participation process. *Figure 15* below shows how the various projects have or have not scaled up to more permanent projects since the plans were adopted. Even if a design is finalized, it can take multiple years or more to actually get the proposed project built. Some of the case studies have since been made permanent, some have scaled up to a more permanent interim design, and some haven't been built yet either because funding hasn't been identified and/or the plan was just very recently adopted within the last year or two. The Safer Taylor Street project was implemented with interim design materials just one year after the plan was adopted and is meant to be in place until permanent construction either this year in 2020 or in 2021. Just a few months after the Jersey City plan was adopted in 2018, the City began installing interim design curb extensions at many of the locations where the demonstration projects occurred. It is unclear when those projects will be made permanent. Just a year after the Iron Triangle plan was adopted, most of the components of the demonstration project became permanent. The remaining components of the plan are currently being planned for permanent construction. The first phase of the MANGO plan was completed in May of 2015, just over a year after the approval of the plan in February of 2014. For the North Dakota plan, according to a report by NDDOT, "four of the nine communities are already moving summary recommendations toward realization." (NDDOT, n.d., p. 7) There is no specific timeline for the implementation of the demonstration projects from the Seaside and Marina plan because the implementation is dependent upon available funding from grants and local sources. The plan was also just adopted in February of 2020. Overall, having a clear timeline for implementation can help to prevent the community from being fatigued through the planning

and outreach process and helps to build trust between the community and the government agency involved.

Figure 15

Plan Name, Year of Plan Adoption, & Lead Agency	What happened after the plan was adopted?
Safer Taylor Street (2018) SFMTA	Implemented with interim design materials just one year after the plan was adopted and is meant to be in place until permanent construction either this year in 2020 or in 2021
Michigan Avenue Neighborhood Greenway Concept Plan (MANGO) (2014) City of Santa Monica	The first phase of the plan was completed in May of 2015, just over a year after the approval of the plan in February of 2014
Yellow Brick Road Iron Triangle Walkable Neighborhood Plan (2015) City of Richmond	Just a year after the plan was adopted, most of the components of the demonstration project became permanent
JC Walks Pedestrian Enhancement Plan (2018) City of Jersey City	Most were implemented with interim design curb extensions within a few months of after the plan was adopted. It is unclear when those projects will be made permanent.
Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan (2020) TAMC	There is no specific timeline for the implementation of the demonstration projects from the Seaside and Marina plan because the implementation is dependent upon available funding from grants and local sources. The plan was also just adopted in February of 2020.
ND Moves Statewide Active & Public Transportation Plan (2019) NDDOT	Four out of the nine projects are in the process of becoming permanent, but most have not.

Source: Author

Interview Results (which excluded the Jersey City case study and the Seaside and Marina case study)

These interviews answers are not direct quotes from city staff, but are summarized based upon their answers.

1. Was the demonstration project a useful tool for community participation?

All four of the responses I received said that yes, the demonstration projects were a useful tool for community participation.

City of Santa Monica:

- High attendance
- Most attendees were from the neighborhood
- Many attendees preferred seeing and experiencing the demonstration project compared to the presentations at previous community meetings.

SFMTA:

- CBOs and attendees provided positive feedback about the format of the demonstration project
- The city staff wanted to use the demonstration project as a way to empower the community's voice regarding Safer Taylor Street

NDDOT:

- Some people had criticisms, but most people liked the demonstration projects
- Allowed the participating cities to test a concept and gather community input

City of Richmond:

- The demonstration project built a better understanding of the proposed designs compared to traditional drawings and presentations.
- The demonstration project was community-driven and empowering

2. What worked well in terms of community participation?

City of Santa Monica:

- Volunteers helped to implement the project
- The project was labelled a *community festival*, as opposed to a community meeting.
- The passport program with stations with free food as an incentive
- Live music, tabling from community organizations, and programming for children
- City staff received hundreds of comments about the project, which were almost all positive. This positive response was key to gaining community support for the final project.
- The city staff informed people about the upcoming demonstration project through doorhangers and notices.

SFMTA:

- The project had a ton of community participation (over 1,000 participants)
- The demonstration project format was more casual and accessible than traditional forms of community participation and reached people who were unfamiliar with streetscape improvements
- Participants were about to physically experience the project, which made them more interested and engaged than they might be during typical outreach events

NDDOT:

- Participating cities provided volunteers and project materials, which created a sense of ownership over the demonstration projects.

Richmond:

- The project team tested the demonstration project with live traffic
- The Community Outreach Team was on-site to speak with the public about the project. They also helped set up and take down the project.
- Signage informed participants of the project
- The project was a great way for the community to interact with their neighbors
- Pogo Park was a great partner for the demonstration project
- They gathered feedback from fire trucks and buses.
- The project incorporated local art
- The play street allowed children to play

3. Did anything not work well?

City of Santa Monica:

- Some people did not like the project, particularly the traffic diverter component of the project

SFMTA:

- The demonstration project was expensive, costing $75,000 for labor costs for the following reasons: The project required a lot of planning by city staff and the consultants; The project had a lot of staff--between 15 and 20--during the demonstration project and even more for set up and break down.
- The surveys took too long--about 5-10 minutes--for participants to complete.

NDDOT:

- The participating cities needed better guidance on how to follow MUTCD and FHWA guidelines, particularly for the color of the paint.
- Some people did not like the lower cost and/or recycled materials and some people did not like the colors used.
- Avoid calling each demonstration project a *project* and instead call them *pop-up demonstrations* because the word *project* has a particular meaning for NDDOT and the FHWA that requires more review.

City of Richmond:

- NO ANSWER

4. Would you use this approach again during the planning process? If so, would you do anything differently?

City of Santa Monica:

- Yes, but it took a lot of work from staff, consultants, volunteers, and benefitted from donations.

SFMTA:

- Yes, but there are not specific plans for future demonstration projects
- City staff would reduce the cost in order to be able to repeat the project and make it more feasible
- City staff would make the demonstration project last for more than one day
- City staff would use feedback methods, such as comment boards where people can vote with stickers, that are quicker and more simple

NDDOT:

- Yes
- NDDOT would have better guidelines about MUTCD and FHWA requirements
- NDDOT would create an approval committee to review the demonstration projects based upon safety, ADA accessibility, and cultural aspects

City of Richmond:

- Yes. The City uses demonstration projects frequently, as a result of the Yellow Brick Road plan, such as for the Richmond Wellness Trail.
- Demonstration projects have become part of most major streetscape improvements.

5. Were there particular advantages to using a demonstration project as a tool for engagement specifically in the neighborhood where the demonstration project was located?

City of Santa Monica:

- Yes. The project, by occurring on-site, engaged the most relevant local community. The demonstration project also made participation more accessible.
- Because the project was free and family-oriented, including free food, people were encouraged to participate.

SFMTA:

- The demonstration project showed the City's commitment to the Tenderloin neighborhood and its residents, after a history of disinvestment. The demonstration project was successful in showing this commitment.

NDDOT:

- Participating communities chose the project locations

City of Richmond:

- NO DIRECT ANSWER

6. Did the duration of the demonstration projects work well for engagement?

City of Santa Monica:

- Yes. The City was happy with the duration, which was one-day long.

SFMTA

- Yes. Because the project lasted all day, it allowed a wider variety of people to participate as compared to a typical community event, which usually only work for people with 9am - 5pm work schedules.

NDDOT:

- The duration varied depending on the local participating City's goals.

City of Richmond:

- The City was able to take down the major components of the demonstration project at night and remark some of the traffic markings.

7. Did the demonstration projects lead to interim or permanent installation? If not, are permanent installations planned and when would they be constructed?

City of Santa Monica:

- Since the plan was adopted, the City has implemented curb ramps and traffic circles at 4 intersections and they have grant funding to complete 4 more intersections.
- Pedestrian-scaled lighting, wayfinding, and branding have also been implemented
- There is a current project to reconstruct the crossing at 20th Street.

SFMTA:

- NO ANSWER (the answer was very clear from the SFMTA project website and planning documents)

NDDOT:

- Moving a project to permanence depended on the local participating City's goals and ability to make that happen.
- Most projects were not made permanent but a few have moved forward.

City of Richmond:

- Pogo Park got a grant to make most of the components of the demonstration project permanent and have since installed them. The City has funding to complete phase 1 of the Yellow Brick Road plan, which might be implemented towards the end of 2020.

DISCUSSION

The case studies reveal some important considerations for demonstration projects used as a tool for community participation and for how they are used within the larger community participation and planning process. Drawing from the literature review, the case study analysis, and other research, this section discusses how this thesis and topic addresses the three original research questions. Each research question provides its own subsection.

How are government agencies using tactical urbanism demonstration projects for community participation as part of the planning process?

The literature and the case studies showed that demonstration projects are most often used at the beginning of the planning process to bring more education and awareness to the larger

plan *or* towards the middle and/or second half of the planning process to gather feedback on proposed design alternatives. Most of the case studies used demonstration projects during the design alternatives phase of the planning process. Government agencies also use tactical urbanism demonstration projects at different points within the design alternatives phase with either more direct community feedback after the demonstration project (to refine the final designs) or at the end of the design alternatives phase to then directly create final recommendations. Demonstration project details--such as project duration, scale, type, and forms of community feedback--often depend on the larger plan, project goals, and context.

As a way to better understand how tactical urbanism demonstration projects are used for community participation as part of the planning process, I categorized the six case studies using the IAP2's *Spectrum of Public Participation*, which was introduced in the literature review. As a reminder, the spectrum categorizes different levels of participation depending on the goals of the plan or project. The levels of community participation include *inform*, *consult*, *involve*, *collaborate*, and *empower*. *Figure 16* below describes the different levels of participation and places each case study under a category. The categories of each case study are based upon my understanding of the overall level of community participation involved with each case study's demonstration project(s).

I categorized the JC Walks Pedestrian Enhancement Plan and the ND Moves Statewide Active & Public Transportation Plan under *Consult* because these plans, particularly the demonstration projects, were primarily led by the city and government staff. The community was informed of the demonstration projects and was able to offer feedback but had limited involvement regarding the planning, implementation, or evaluation of the demonstration projects, especially compared to the other case studies. Perhaps each community was not as heavily involved because these case studies implemented many demonstration projects across many

locations, which might have limited the time and budget for each one. The geographic scope of each plan, city-wide and statewide, might have also altered the goals for participation.

I categorized the Safer Taylor Street project, the Michigan Avenue Neighborhood Greenway Concept Plan, and the Seaside and Marina Safe Walking and Biking to School: Complete Streets Plan under *Collaborate*. These plans all had partnerships with either local community groups or schools and offered many different meetings and workshops before the demonstration projects to allow the community to guide the design of the demonstration projects. These plans also provided many different ways for the community to provide feedback and interact with the demonstration project during the event such as music, games, food, interactive stations, surveys, translators, etc. Lastly, the final design concepts for these plans directly responded to the feedback, including criticisms, from the community. The Safer Taylor Street project is perhaps closer to being categorized in the *empower* column because they hired the CBOs to help with the outreach.

I categorized the Yellow Brick Road Iron Triangle Walkable Neighborhood Plan under *Empower* because, from the beginning of the plan, the community made most of the important decisions regarding the recommendations of the plan and the demonstration project. The city staff formed the basis of the plan around a strong partnership with a local community-based organization and the Community Outreach Team, which consisted of local community members. Locally made art was also incorporated into both the demonstration project and the permanent implementation of the project.

These categorizations aim to provide a high-level understanding of the overall level of community participation for each case study and how they were used by the various government agencies.

Figure 16

Increasing Impact on the Decision →

	Inform	Consult	Involve	Collaborate	Empower
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public feedback influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
CASE STUDIES		**JC Walks Pedestrian Enhancement Plan** **ND Moves Statewide Active & Public Transportation Plan**		**Safer Taylor Street** **Michigan Avenue Neighborhood Greenway Concept Plan** **Seaside & Marina Safe Walking & Biking to School: Complete Streets Plan**	**Yellow Brick Road Iron Triangle Walkable Neighborhood Plan**

Adapted directly from IAP2 Spectrum of Public Participation

Source: Adapted, by the author, directly from IAP2 Spectrum of Public Participation

Can tactical urbanism demonstration projects facilitated by cities further more equitable and inclusive community participation?

I believe that demonstration projects can further more equitable and inclusive community participation. Demonstration projects are often objectively more inclusive than traditional public meetings and other forms of meetings purely in terms of the number of participants who show up. Demonstration projects often attract a wider variety and larger number of people than public meetings. Many of the planning documents and interviews with city staff promoted the demonstration projects because they allowed participants to see and experience a design concept (as compared to traditional 2-D drawings and presentations); took place on the proposed project site in the neighborhood where those affected by the plan live (as compared to typical community meetings, which take place inside and often at inconvenient locations); occurred across many hours or many days (as compared to typical community meetings, which tend to take place at times that are inconvenient for many); and can often gain momentum and community support for more quickly implementing permanent change. All of the above benefits of demonstration projects do make them more equitable and inclusive in many ways compared to traditional forms of community participation. At the same time, the above benefits seem to be components of most tactical urbanism demonstration projects and do not make them inherently equitable and inclusive. In order for demonstration projects to further equitable and inclusive community participation, the community must also be closely involved and empowered to contribute to the planning, implementation, and evaluation of the demonstration project. For more detailed considerations for equitable and inclusive demonstration projects, see the *Lessons for Practice* section below.

How effective are tactical urbanism demonstration projects (facilitated by government agencies) in addressing problems of equity and exclusion engaged in the tactical urbanism literature?

As a reminder, some of the major criticisms of tactical urbanism in the literature state that the concept can promote gentrification, be led primarily by white men, can disregard the context

of the local place and community, and can have little to no community engagement prior to the project.

One of the reasons why I chose to focus on city- or government agency-led tactical urbanism as a tool for community participation (as part of the larger planning process) was to address the exclusive tendencies that individually-led or application-based tactical urbanism programs can have. Government agencies, as part of the planning process, have the power and control to direct resources towards the communities that need them the most; this can include how and where community participation processes, such as demonstration projects, take place. As many of the case studies showed, government agencies can choose to facilitate tactical urbanism demonstration projects in historically marginalized communities. Beyond just investing and locating the projects in marginalized communities, government agencies can build community trust by forming deep partnerships with the community before, during, and after the demonstration project and empower them to create their own vision for their neighborhoods.

Gentrification is a large and complex economic force, and any improvement to the built environment can, to varying degrees, have an impact on property values. Tactical urbanism projects can not solve systemic and/or larger community issues such as housing insecurity or prevent gentrification. Tactical urbanism projects can, however, actively promote the forces of gentrification by *not* having an equitable and inclusive community participation process that honors, respects, and reflects the community's needs and desires. Conversely, when tactical urbanism demonstration projects do truly reflect the community's needs and desires, they can ideally build trust between the community and the government and create a sense of ownership for the community. Hopefully demonstration projects can lead to more positive change and targeted investment for the existing community and not just for potential incoming residents.

LESSONS FOR PRACTICE

In order for demonstration projects to further more equitable and inclusive community participation, they should consider the following conditions: the larger plan and community participation process needs to be equitable and inclusive; have great communication before, during, and after the demonstration project; partner with community-based organizations; collaborate with and empower the local community; gather feedback in a variety of ways during the demonstration; have locally-based programming and/or host it in conjunction with a larger community event; have a plan for how and when to make it permanent; and understand the project is about more than just infrastructure. While none of the case studies I analyzed in this paper meet *all* of these conditions, collectively they offer many important considerations.

1. ***Make the larger plan and community participation process equitable and inclusive***

Transportation plans have community participation processes from the beginning through the end of the plan. For demonstration projects to be most successful, and therefore equitable and inclusive, the quality of the larger outreach process is just as important as the quality of the demonstration project. The literature on community participation showed that a variety of participation methods are needed, especially beyond traditional presentation-heavy public meetings and events, to meet the diverse needs of the community. Community participation tools that are interactive, informal, and/or take place within frequently visited public spaces are starting to be seen as more innovative. (Sanoff, 2000; Futurewise, 2014; Crompton, 2017; de la Peña et al., 2017) Demonstration projects can further more equitable and inclusive community participation when it is part of a larger robust community participation process. The Safer Taylor Street plan, MANGO plan, and the Yellow Brick Road plan are particularly good examples of how the larger participation process led to more equitable demonstration projects. Particularly when planning for and with historically marginalized populations, a demonstration project will most likely *not* be

embraced by the community if the larger plan and participation process doesn't build trust and empower the community involved.

2. ***Have great communication before, during, and after a demonstration project***

One key to ensuring demonstration projects are more equitable and inclusive is through great communication before, during, and after the project. Information about the upcoming demonstration project should be clearly conveyed to the community in a large variety of ways. Residents and businesses directly adjacent to the project should especially be notified, ideally in person. During the project, clear signage needs to be in place with information about what the demonstration project is and why it is happening. City staff need to be frequently on site to have conversations with people about the project, ideally in the languages often spoken by the community. The next steps for the project should be clearly communicated both during the demonstration project and shortly after so that residents know how the project will inform the larger plan.

3. ***Partner with community-based organizations***

The government agency initiating the demonstration project should ideally partner with a trusted local community-based organization. This partnership is frequently formed throughout the entire community participation process for the plan as well. Community-based partnerships help to build trust within the community and can also help with the project's communication, implementation, and evaluation. Volunteers are frequently incorporated into demonstration projects and the community-based organization can also help recruit people. Ideally the community members and/or partners who work on the demonstration project are compensated for their time, as was the case for the Safer Taylor Street project and the Yellow Brick Road plan. The Community Outreach Team in the Yellow Brick Road plan was paid by the non-profit partner Pogo Park, but I am unsure if they were paid by the city staff. From the information I could gather,

none of the community partners in these case studies were paid for their time by the government agency, except for the Safer Taylor Street project. The advocacy organization TrailNet (previously introduced on pg. 24) recommends hiring local community champions to help with the demonstration project. Community champions are well-known and trusted people from the local community. According to TrailNet's guide, *Slow Your Street: A How-To Guide for Pop-Up Traffic Calming*, "the community champions' main responsibilities are to help plan and execute the traffic calming demonstrations, assist the project manager in designing community outreach activities, lead implementation of community outreach, and review communication materials for the neighborhood." (TrailNet, 2016, p. 23)

4. ***Collaborate with and empower the community***

Beyond just partnering with the community, the local community can lead and/or make key decisions about the demonstration project. Empowering the community to lead the planning, communication, implementation, or even the evaluation of the demonstration project can make the demonstration project experience transformative for the community in terms of building trust, capacity, and ownership over the project. The Yellow Brick Road plan perhaps is the best example of having the community, through the Community Outreach Team, lead and make key decisions about the plan and the demonstration project. The professional staff provided technical assistance and facilitated the planning but left key decisions and ideas up to the community. The CBOs in the Safer Taylor Street project were also empowered to conduct outreach and help with the outreach strategy.

One example outside of the case studies I provided is the process that the Better Block Foundation utilizes for demonstration projects. The Better Block Foundation, a non-profit organization that specializes in demonstration projects, uses their technical expertise to assist the community in creating a strategy for demonstration projects, but ultimately leaves most of the

planning, design, and implementation to the community. A team of core community leaders lead the way and are trained by Better Block on how to actually build the demonstration projects.

Many demonstration projects and interim design projects include colorfully painted artwork as part of the traffic safety components on the street. This can include colorfully designed parklets, curb extensions, traffic circles, plazas, etc. Another specific opportunity for the community to be directly involved, including children, is to allow the community to design and/or paint the art. The Yellow Brick Road plan's demonstration project allowed children and the community to use chalk to draw colorful artwork on the street. Another example not included in my case studies, was a demonstration project in Providence, Rhode Island as part of a planning effort to increase traffic safety and comfort. Local artists were hired to design and paint temporary pedestrian plazas and curb extensions. Many local residents also helped with the painting. Projects that incorporate painting murals on the street, however, might be better for demonstration projects that last more than a few days so that the community gets to experience the lasting benefits of their artwork. (See below for my thoughts on permanence)

5. ***Gather feedback in a variety of ways***

Demonstration projects, in order for the project team to understand the community's response to the project, needs to have multiple ways to gather feedback. Feedback can be collected through surveys, comment cards, feedback boards, 3D models, etc. Ideally gathering some demographic data and information about where people live will also help the project team know whether or not the feedback from the demonstration project actually reflects the community.

6. ***Include programming***

Demonstration projects can benefit from being part of a larger community event and/or having interactive activities and other amenities such as activities for kids, booths for local

organizations, food, local music, etc. Another creative idea is to create stations to incentivize people to experience the entire project. To encourage participants to move through the entire demonstration project, further educate them about each traffic safety component, and gather community feedback, the MANGO plan utilized a 'passport' program with various stations. The Seaside and Marina plan, because the demonstration projects were in partnership with local schools, students were guided through the project through bike- and walk-to-school day events.

Aside from the examples provided by the case studies, the Go Human Kit of Parts used by the Southern California Association of Governments (SCAG), previously introduced on page 24, includes some great ways for children to become involved in demonstration projects. Beyond just materials for street design components, the Kit of Parts includes a bi-lingual survey tool, advertising materials with traffic safety messages, and educational programming elements. The programming includes the Go Human Challenge, "five different interactive, educational modules that complement the infrastructure components. The modules include playful all-ages activities featuring themes including transportation safety trivia, environmental responsibility, climate resiliency and more." (Le Suchkova & Lippe-Klein, 2020, p. 172) The modules provide a great way for children to become involved, learn about traffic safety, and provide input on the demonstrations. These modules are often used as part of a passport program aimed to incentivize participants to move through and experience all traffic safety components of the demonstration project at stations, similar to the passport program used as part of the MANGO plan's demonstration project.

7. ***Have a plan to make it permanent (or not)***

Have a plan to make the demonstration project permanent, especially when working with and in a historically marginalized community. When a demonstration project becomes more permanent, it can validate and justify the time, energy, and resources that the community spent

during the participation process. Even if a design is finalized, it can take multiple years or more to actually get the proposed project built. Susan Fainstein, who introduced the idea of the *just city*, criticized traditional community participation, rooted in the theory of communicative planning, for the "lengthy time required for such participatory processes, leading to burnout among citizen participants and disillusion as nothing ever seems to get accomplished." (Fainstein, 2000, p. 460) Demonstration projects jumpstart the process of getting things accomplished, but can be even more frustrating for a community if a path to permanence isn't clear.

Lynn Ross, one of authors of the APA *Planning for Equity Policy Guide*, wrote in a blog post regarding the policy in the guide about pop-up demonstrations: "Temporary activations can be incredibly useful for demonstrating quickly and at lower costs a range of possibilities in public space. However, it is not equitable for neighborhoods to be treated as ongoing labs for testing ideas when there is no fulfilled promise of long-term investment in the public spaces serving that community. It is critical that pop-ups be tied to a larger strategy for investment and permanent installations or programming when they work." (Ross, 2019, para. 7) The last part of that quote is also important, *when they work*. Demonstration projects should scale up to permanence *only* if the demonstration projects themselves truly represented and was supported by the community.

One way to speed up the typical process for building permanent projects, as shown in some of the case studies, is to build an interim design version of the demonstration project with more permanent materials meant to last until permanent construction can begin. If an interim design project is built after a demonstration project, careful attention should be paid to the aesthetics so that the project doesn't appear cheap, there should be clear communication with the community, and ideally a transparent timeline for when the project can become fully permanent. The Safer Taylor Street plan and project is a great example of this, as they scaled up the demonstration project to an interim design and have a clear timeline for permanence.

8. ***Understand it's about more than just infrastructure***

Tactical urbanism demonstration projects focus on changes to the built environment. My thesis focused on tactical urbanism demonstration projects that aim to create safer streets in terms of traffic collisions and encourage active modes of transportation like biking, walking, and rolling. Tactical urbanism demonstration projects, or any infrastructure-focused project, will not solve systemic issues, but in order to equitably work with marginalized communities, these systemic inequities must be considered and understood. According to Barbara Brown Wilson, "structural racism cannot be eradicated by one small design intervention, but not considering existing and potential inequities when changing the urban fabric of lower-income communities implicitly perpetuates systems of oppression." (Wilson, 2018, p. 9)

The whole concept of 'safe streets' as it relates to transportation planning focuses on infrastructure and often ignores what safety means to different groups of people, particularly marginalized populations. A group called the Untokening, who advocates for mobility justice and equity, addresses the narrow definition of safety among transportation planners and states: "As we [marginalized communities] pass through public spaces such as streets, we [marginalized communities] experience multiple kinds of security and insecurity due to social attitudes toward race, class, gender, age, ability, and modes of transportation. The menace of aggressive driving is one problem, but not separate from these others." (Lugo et al., 2017, p. 3)

For tactical urbanism demonstration projects to be equitable and inclusive, the project team needs to look beyond the focus on street design to also focus on building relationships and capacity with and within the community. Tactical urbanism demonstration projects, when they empower and center the communities involved, can build trust, hope, capacity, excitement, and a sense of ownership over the project; in this case it becomes much more than just a project to redesign the street.

STUDY LIMITATIONS / AREAS FOR FURTHER RESEARCH

One major limitation to this research was the limited perspectives that I received regarding the case studies. I relied heavily on publicly available documents and interviews from city staff. I was also unable to get in contact with city staff from two out of the six case studies. The perspective of community residents and community-based organizations that were involved with the demonstration projects is largely missing.

Practitioners and future researchers who use lessons from this thesis should aim to gather feedback from the community's perspective. Future research regarding tactical urbanism demonstration projects (used as a tool for community participation as part of the planning process) could benefit from a more in-depth analysis of one or two case studies because my research provided a higher-level analysis of six different case studies. Future research could also analyze how tactical urbanism demonstration projects (used as a tool for community participation as part of the planning process) are used by cities for projects other than street safety projects, such as for public space activation. Future research on this topic should also seek to explore any negatively received projects and the barriers to utilizing tactical urbanism demonstration projects as a tool for community participation. Future research should more explicitly center equity to develop a greater understanding of how this topic can or cannot meet the needs of diverse and marginalized populations. Lastly, future research on tactical urbanism in general should seek to understand and analyze how cities have used tactical urbanism as a response to COVID-19.

Bibliography

AARP Community Challenge. (n.d.). Retrieved June 23, 2020, from AARP website: http://www.aarp.org/livable-communities/community-challenge/

AARP, Team Better Block. (2019). *The Pop-Up Placemaking Toolkit: Projects that inspire change--and improve communities for people of all ages* (p. 40) [Guide]. Retrieved from https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2019/Pop-Up-Tool-Kit-112119-w-spreads.pdf

Abad, R. (2012). *Experimenting with the margin: Parklets and plazas as catalysts in community and government* (University of Southern California). Retrieved from http://digitallibrary.usc.edu/cdm/ref/collection/p15799coll3/id/89034

admin. (2016, February 3). Super Bowl provides $50,000 grant for new 'children's play street' in Iron Triangle | Richmond Standard. Retrieved June 23, 2020, from Richmond Standard website: https://richmondstandard.com/beyond-richmond/2016/02/03/super-bowl-provides-50000-for-new-play-street-in-iron-triangle/

Arnstein, S. R. (1969). A Ladder Of Citizen Participation. *Journal of the American Planning Association*. https://doi.org/10.1080/01944366908977225

Brenman, M. (2012). *Planning as if People Matter*. Retrieved from https://ebookcentral.proquest.com/lib/washington/detail.action?docID=3317594

Bureau, U. C. (2014, 2018). American Community Survey 2014-2018 5-Year Estimates Now Available. Retrieved June 25, 2020, from The United States Census Bureau website: https://www.census.gov/newsroom/press-releases/2019/acs-5-year.html

Bureau, U. C. (2018). 2018 American Community Survey Single-Year Estimates. Retrieved June 25, 2020, from The United States Census Bureau website: https://www.census.gov/newsroom/press-kits/2019/acs-1year.html

City of. (n.d.). *Community Engagement Plan*.

City of Burlington, & Street Plans Collaborative. (2018). *Community-Led Demonstration Project Policy + Guide* (p. 50) [Guide]. Retrieved from City of Burlington website: https://www.burlingtonvt.gov/sites/default/files/CommunityLedDemonstrationProjectPolicyGuide2018.pdf

City of Culver City. (2020, January). *General Plan 2045: Community Engagement Plan*. Retrieved from https://static1.squarespace.com/static/5d950bfaae137b5f0cbd75f5/t/5e20ee4f12182f60dea9c300/1579216515252/Picture+Culver+City+GPU+-+Community+Engagement+Plan_January+2020.pdf

City of Fayetteville. (2017). *Tactical Urbanism Permitting Process, Application, & Materials Guide*. Retrieved from https://fayetteville-ar.gov/DocumentCenter/View/13073/Tactical-Urbanism-Application-_-Interactive?bidId=

City of Fort Worth. (2019, April). *Pop-Up Projects: A Community Guide for Fort Worth*. Retrieved from http://fortworthtexas.gov/files/63c33d42-c4be-4e50-bfe1-91a41571bb30.pdf

City of Richmond. (2015a, February). *Yellow Brick Road Iron Triangle Walkable Neighborhood Plan*. Retrieved from http://www.ci.richmond.ca.us/DocumentCenter/View/36050/Yellow-Brick-Road-Final-Plan-5-9-15?bidId=

City of Richmond. (2015b, June). *ATP Grant Application—Yellow Brick Road by Pogo Park*. Retrieved from https://issuu.com/pogopark/docs/atp-grant_appliction-yellow_brick_r

City of Santa Monica. (2014). *Michigan Avenue Neighborhood Greenway Final Concept Plan* (pp. 1–96). Retrieved from City of Santa Monica website: https://www.smgov.net/uploadedFiles/Departments/PCD/Plans/Streetscapes/Michigan-Ave-Greenway/Final%20Plan.pdf

City of Snellville. (2018). *Tactical Urbanism Program Project Guide*. Retrieved from https://www.snellville.org/Data/Sites/1/media/planning-development/1-tactical-urbanism-project-guide.pdf

City Walk Broad Street Pedestrian + Bicycle Demonstration Project | Providence, RI. (n.d.). Retrieved June 23, 2020, from Street Plans website: http://www.street-plans.com/city-walk-broad-street/

Crompton, A. (2017). *Towards Inclusive Community Engagement: Engaging Marginalized Residents in the Urban Planning Process* (Dissertations & Theses, University of Toronto). Retrieved from https://search.proquest.com/docview/1992161933?accountid=14784

Cuesta, R., Sarris, C., Signoretta, P., & Moughtin, J. C. (2003). *Urban Design: Method and Techniques*. Retrieved from http://ebookcentral.proquest.com/lib/washington/detail.action?docID=1024564

Current Projects. (n.d.). Retrieved June 23, 2020, from Trailnet website: https://trailnet.org/our-work/planning/current-projects/

Dakota, N. (2018a). *Bismarck ND Moves Pop-Up Project* [Photo]. Retrieved from https://www.flickr.com/photos/nddot/48050131713/

Dakota, N. (2018b). *Mandan ND Moves Pop-Up Project* [Photo]. Retrieved from https://www.flickr.com/photos/nddot/48050095566/

Dakota, N. (2018c). *Rugby ND Moves Pop-Up Projects* [Photo]. Retrieved from https://www.flickr.com/photos/nddot/48051536972/

Davidoff, P. (1965). ADVOCACY AND PLURALISM IN PLANNING. *Journal of the American Institute of Planners*, *31*(4), 331–338. https://doi.org/10.1080/01944366508978187

Davidson, M. M. (2013). *Tactical urbanism, public policy reform, and "innovation spotting" by government: From Park(ing) Day to San Francisco's parklet program* (Massachusetts Institute of Technology). Retrieved from https://dspace.mit.edu/handle/1721.1/81628

Davis, D., Meyer, J., Singh, A., Wright, M., & Zykofsky, P. (2013). *Participation Tools for Better Community Planning* (p. 56). Retrieved from Local Government Commission website:

http://www.lgc.org/wordpress/docs/freepub/community_design/guides/Participation_Tools_for_Better_Community_Planning.pdf

Day, D. (1997). Citizen Participation in the Planning Process: An Essentially Contested Concept? *Journal of Planning Literature*, *11*(3), 421–434. https://doi.org/10.1177/088541229701100309

de la Peña, D., Jones Allen, D., Hester Jr, R. T., Hou, J., Lawson, L. J., & McNally, M. J. (2017). *Design as Democracy: Techniques for Collective Creativity*. Washington, D.C.: Island Press.

Denver Community Planning and Development Department. (2016, December). *Neighborhood Planning Initiative Strategic Plan*. Retrieved from https://www.denvergov.org/content/dam/denvergov/Portals/646/documents/planning/NPI/NPI_Strategic_Plan.pdf

Douglas, G. C. C. (2018). *The Help-Yourself City: Legitimacy & Inequality in DIY Urbanism*. New York, N.Y., United States: Oxford University Press.

Etizioni, A. (1967). Mixed-Scanning: A "Third" Approach to Decision-Making. *Public Administration Review*, *27*(5), 385–392. https://doi.org/10.2307/973394

Etizioni, A. (1968). *The active society: A theory of societal and political processes.* Retrieved from https://catalog.hathitrust.org/Record/000006039

Exner, R. (2018, May 29). Cleveland is nation's 27th most densely populated big city; Columbus 37th, New York 1st—Cleveland.com. Retrieved June 23, 2020, from https://www.cleveland.com/datacentral/2018/05/cleveland_is_nations_27th_most.html

Fainstein, S. S. (2000). New Directions in Planning. *English Affairs Review*, *35*(4), 451–478. https://doi.org/10.1177/107808740003500401

Forester, J. (1989). *Planning in the face of power*. Berkeley: University of California Press.

Francis, M. (1999). Proactive Practice: Visionary Thought and Participatory Action in Environmental Design. *Places*, *12*(2). Retrieved from https://escholarship.org/uc/item/8kk214pn

Friedmann, J. (1973). *Retracking America: A theory of transactive planning.* Garden City, N.Y.: Anchor Press.

Fuller, T. (2018, October 8). Life on the Dirtiest Block in San Francisco—The New York Times. Retrieved June 23, 2020, from https://www.nytimes.com/2018/10/08/us/san-francisco-dirtiest-street-london-breed.html

Futurwise, Interim CDA, Oneamerica, & El Centro de la Raza. (2014). *Community Engagement Toolkit: Guidance and Resources for Engaging Community in Planning and Policy Development* (p. 43). Retrieved from http://www.futurewise.org/assets/reports/CET.pdf

Gehl Studio. (2016). *Planning by Doing: How Small, Citizen-Powered Inform Large Planning Decisions* (p. 30). Retrieved from https://gehlinstitute.org/wp-content/uploads/2017/02/20160301_Planning-by-Doing_print-1.pdf

Gehl Studio NY, & J. Max Bond Center on Design for the Just City. (2015). *Public Life & Urban Justice in NYC's Plazas*. Retrieved from https://issuu.com/gehlarchitects/docs/nycplazastudy

Global Designing Cities Initiative. (2019, December 17). Retrieved June 23, 2020, from National Association of City Transportation Officials website: https://nacto.org/program/global-designing-cities-initiative-2/

Grant, J. (1994). *The Drama of Democracy: Contention and Dispute in Community Planning*. Retrieved from https://ebookcentral.proquest.com/lib/washington/detail.action?docID=4671442

Green, J. (2016, July 21). Interview with Toody Maher on Co-Designing Parks with the Community – THE DIRT. Retrieved June 23, 2020, from The Dirt website: https://dirt.asla.org/2016/07/21/interview-with-toody-maher-on-the-revolutionary-pogo-park/

Groves, M. (2006, March 24). Near Santa Monica's Glitz, the Grit of a Different Life. Retrieved June 23, 2020, from Los Angeles Times website: https://www.latimes.com/archives/la-xpm-2006-mar-24-me-santamonica24-story.html

Habermas, J. (1984). *The theory of communicative action*. Boston: Beacon Press.

Hamdi, N., & Goethert, R. (1997). *Action planning for cities: A guide to community practice*. New York: John Wiley.

Healey, P. (1992). Planning through Debate: The Communicative Turn in Planning Theory. *Liverpool University Press*, *63*(2), 143–162.

Hester Jr, R. T. (1987). PARTICIPATORY DESIGN AND ENVIRONMENTAL JUSTICE: PAS DE DEUX OR TIME TO CHANGE PARTNERS? *Journal of Architectural and Planning Research*, *4*(4), 289–300.

Hester Jr, R. T. (1999). A refrain with a view. *Places: Forum of Design for the Public Realm*, *12*(2), 12–25.

Hou, J. (2011). Citizen Design: Participation and Beyond. In *Companion to Urban Design* (pp. 329–340). Retrieved from https://ebookcentral.proquest.com/lib/washington/detail.action?docID=668432

Hou, J., & Kinoshita, I. (2007). Bridging Community Differences through Informal Processes: Reexamining Participatory Planning in Seattle and Matsudo. *Journal of Planning Education and Research*, *26*(3), 301–314. https://doi.org/10.1177/0739456X06297858

Hou, J., & Rios, M. (2003). Community-Driven Place Making: The Social Practice of Participatory Design in the Making of Union Point Park. *Journal of Architectural Education*, *57*(1), 19–27.

Howe, D. (2019). Planning for Aging. In *Advancing Equity Planning Now* (pp. 203–224). Retrieved from https://muse.jhu.edu/book/68537#info_wrap

Innes, J. E., & Booher, D. E. (2004). Reframing Public Participation: Strategies for the 21st Century. *Planning Theory & Practice*, *5*(4), 419–436. https://doi.org/10.1080/1464935042000293170

International Association for Public Participation. (2018). *Spectrum of Public Participation*. Retrieved from https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf

Jacobs, J. (1961). *The death and life of great American cities*. Retrieved from https://catalog.hathitrust.org/Record/000341379

JC Walks Pedestrian Enhancement Plan. (2018, May). Retrieved from https://letsridejc.com/wp-content/uploads/2018/06/JC-Walks-Pedestrian-Enhancement-Plan.compressed.pdf

Kantor, A. (2014, October 18). Elm Avenue, a street for kids to play. Retrieved June 25, 2020, from Richmond Confidential website: https://richmondconfidential.org/2014/10/18/elm-avenue-a-street-for-kids-to-play/

Kara. (2018). 4/19 – Pedestrian Plan Public Meeting – Safe Streets Jersey City. Retrieved June 23, 2020, from https://safestreetsjc.org/4-19-pedestrian-plan-public-meeting/

Knight, H. (2020, April 17). "The problem is getting worse": SF's troubled Tenderloin buckles under weight of coronavirus. Retrieved June 23, 2020, from SFChronicle.com website: https://www.sfchronicle.com/bayarea/heatherknight/article/The-problem-is-getting-worse-SF-s-15206953.php

Kretzmann, J. (1995). Building Communities from the Inside Out. *Shelterforce*, *17*, 8–11.

LADOT Livable Streets. (n.d.). Retrieved June 23, 2020, from LADOT Livable Streets website: https://ladotlivablestreets.org/

LaFrombois, M. H. (2017). Blind spots and pop-up spots: A feminist exploration into the discourses of do-it-yourself (DIY) urbanism. *Urban Studies*, *54*(2), 421–436. https://doi.org/10.1177/0042098015604078

Lane, M. B. (2005). Public Participation in Planning: An intellectual history. *Australian Geographer*, *36*(3), 283–299. https://doi.org/10.1080/00049180500325694

Lawson, L. J. (2017). Build Small, Think Structural Change. In *Design as Democracy: Techniques for Collective Creativity* (pp. 286–290). Washington, D.C.: Island Press.

Le Suchkova, D., & Lippe-Klein, J. (2020). Go Human Kit of Parts: Tactical Urbanism & A Lesson in the Transformative Power of Demonstrating Safety. In *State of Transportation Planning 2020* (pp. 170–175). American Planning Association (APA): Transportation Planning Division.

Lindblom, C. E. (1959). The Science of" Muddling Through". *Public Administration Review*, *19*(2), 79–88. https://doi.org/10.2307/973677

Lindy Institute for Urban Innovation. (2019). *Catalyzing Community Capacity: How Philadelphia Can Create Equitable Right-of-Way Stewardship* (p. 70). Lindy Institute for Urban Innovation, Drexel University.

Lookout Staff. (2015, May 29). Santa Monica Celebrates Greenway Project Milestone. Retrieved June 23, 2020, from Santa Monica Lookout website: https://www.surfsantamonica.com/ssm_site/the_lookout/news/News-2015/May-2015/05_29_2015_Santa_Monica_Celebrates_Greenway_Project_Milestone.html

Los Angeles Department of Transportation. (n.d.). *Planning for Stress-Free Networks Fact Sheet*. Retrieved from https://ladot.lacity.org/sites/default/files/documents/ladot_bbc_factsheet_17.pdf

Loukaitou-Sideris, A., Brozen, M., & Callahan, C. (2012). *Reclaiming the Right of Way: A Toolkit for Creating and Implementing Parklets* (p. 173). Retrieved from UCLA Luskin School of Public Affairs website: https://nacto.org/docs/usdg/reclaiming_the_right_of_way_brozen.pdf

Lugo, A., Doerner, N., Lee, D., McCullough, S., Sulaiman, S., & Szczepanski, C. (2017). Untokening Mobility: Beyond Pavement, Paint and Place. Retrieved June 23, 2020, from The Untokening website: http://www.untokening.org/updates/2018/1/27/untokening-mobility-beyond-pavement-paint-and-place

Lydon, M. (2018, January). *From Pop-up to Permanent: Transforming Cities Through Interim Interventions*. Webinar presented at the Virtual. Retrieved from https://globaldesigningcities.org/2018/01/25/gdci-webinar-series-6/

Lydon, M., & Garcia, A. (2015). *Tactical Urbanism: Short-term Action for Long-term Change*. Island Press.

Lydon, M., Garcia, T., Flynn, J., Murriente, S., Wall, D., & Simpson, C. (2016). *Tactical Urbanist's Guide to Materials and Design* (p. 132). Retrieved from The Street Plans Collaborative website: http://tacticalurbanismguide.com/

Lynch, K. (1960). *The image of the city*. Cambridge, Mass.: MIT Press.

Mara, J. (2018, May 24). Richmond residents share their thoughts on gentrification, displacement. Retrieved June 23, 2020, from Berkeleyside website: https://www.berkeleyside.com/2018/05/24/richmond-residents-share-their-thoughts-on-gentrification-displacement

Marina & Seaside Safe Routes to School Plan. (n.d.). Retrieved June 25, 2020, from https://ecoact.org/planningmonterey/

Mattila, H. (2002). Aesthetic justice and urban planning: Who ought to have the right to design cities? *GeoJournal*, *58*(2/3), 131–138.

Mazziotti, D. F. (1974). The Underlying Assumptions of Advocacy Planning: Pluralism and Reform. *Journal of the American Institute of Planners*, *40*(1), 38–47. https://doi.org/10.1080/01944367408977445

McCann, A. (2020, February 11). Most & Least Ethnically Diverse Cities in the U.S. Retrieved June 23, 2020, from WalletHub website: https://wallethub.com/edu/cities-with-the-most-and-least-ethno-racial-and-linguistic-diversity/10264/

McKibbon, C. L. (2009, July 29). Race and Color in A California Coastal Community: The Seaside Story •. Retrieved June 23, 2020, from Black Past website: https://www.blackpast.org/african-american-history/race-and-color-california-coastal-community-seaside-story/

Melcher, K. (2013). Equity, Empowerment, or Participation: Prioritizing Goals in Community Design. *Landscape Journal*, *32*(2), 167–182.

MemFix. (2014). *MemFix Manual: A Practical Gudie to Reimagining Your Neighborhood* (p. 46) [Guide]. Retrieved from MemFix website: http://memfix.org/wp-content/uploads/2014/02/MEMFix-Manual-Final.pdf

Michigan Avenue Neighborhood Greenway (MANGo). (2014). Retrieved from https://socal-asla.org/socal/wp-content/uploads/2016/08/Project-Description_Michigan-Avenue-Neighborhood-Greenway.pdf

Minnesota Department of Transportation. (2019). *Demonstration Project Implementation Guide: A Resource for the Development of Short Term, Low Cost, Temporary Roadway Projects to Promote and Advance Walking and Bicycling* (p. 61) [Guide]. Retrieved from Minnesota Department of Transportation website: http://www.dot.state.mn.us/saferoutes/documents/mndot-demonstration-project-implementation-guide-final.pdf

Mould, O. (2014). Tactical Urbanism: The New Vernacular of the Creative City. *Geography Compass*, *8*(8), 529–539. https://doi.org/10.1111/gec3.12146

North Dakota Department of Agriculture. (n.d.). Retrieved June 23, 2020, from NASDA website: https://www.nasda.org/organizations/north-dakota-department-of-agriculture

North Dakota Department of Transportation. (2019a). *Appendix B: Demonstration Projects Lessons Learned*. Retrieved from https://www.dot.nd.gov/plans/statewide/docs/NDMovesAppendix.pdf

North Dakota Department of Transportation. (2019b, March 1). *ND Moves Active Transportation & Transit Plan*. Retrieved from https://www.dot.nd.gov/plans/statewide/docs/1FINAL%20Draft%20NDDOT%20Statewide%20Active%20and%20Public%20Transportation%20Plan.pdf

North Dakota Department of Transportation. (n.d.). *Pop-up Demonstrations As Public Engagement* (pp. 1–9). Retrieved from https://www.dot.nd.gov/plans/statewide/docs/Pop-up-Demonstrations-Public-Engagement.pdf

Nunez Pedraza, I. (2019). *The Black Spatial Imaginary in Urban Design Practice: Lessons for Creating Black-affirming Public Spaces* (Thesis). Retrieved from https://digital.lib.washington.edu:443/researchworks/handle/1773/44074

NYC DOT - NYC Plaza Program. (n.d.). Retrieved June 23, 2020, from https://www1.nyc.gov/html/dot/html/pedestrians/nyc-plaza-program.shtml

Oatman-Stanford, H. (2018, September 28). A history of the San Francisco housing crisis. Retrieved June 23, 2020, from https://www.fastcompany.com/90242388/the-bad-design-that-created-one-of-americas-worst-housing-crises

O'Mara, K. (2018, May 3). Why Hasn't the Tenderloin Gentrified Like the Rest of San Francisco? | KQED. Retrieved June 23, 2020, from https://www.kqed.org/news/11665527/why-hasnt-the-tenderloin-gentrified-like-the-rest-of-san-francisco

Pfeifer, L. (2013). *The Planerr's Guide to Tactical Urbanism* (McGill School of Urban Planning). Retrieved from https://reginaurbanecology.files.wordpress.com/2013/10/tuguide1.pdf

Pittsburgh Department of City Planning. (2019, November 19). *Public Engagement Guide*. Retrieved from https://apps.pittsburghpa.gov/redtail/images/7843_Public_Engagement_Guide.pdf

Placemaking | Better Block | Dallas. (n.d.). Retrieved June 23, 2020, from The Better Block website: https://www.betterblock.org

Quintero, F. (2018, July). From "bad apples" to broken systems: How Richmond residents rewrote the narrative on the formerly incarcerated. Retrieved June 23, 2020, from Berkeley Media Studies Group website: http://www.bmsg.org/resources/publications/bad-apples-broken-systems-how-richmond-residents-rewrote-narrative-formerly-incarcerated/

Rios, M. (2008). Envisioning Citizenship: Toward a Polity Approach in Urban Design. *Journal of Urban Design*, *13*(2), 213–229. https://doi.org/10.1080/13574800801965692

Robinson, J., & Roy, A. (2015). *Debate on Global Urbanisms and the Nature of Urban Theory*. *40*(1), 181–186. https://doi.org/10.1111/1468-2427.12272

Ross, L. (2019, September 26). Equity in the Commons. Retrieved June 23, 2020, from Medium website: https://medium.com/reimagining-the-civic-commons/equity-in-the-commons-929226f75bdf

Ross, L., Susan, W., David, B., Carlton, E., Monica, G., Tierra, H., … Miguel, V. (2019). *Planning for Equity Policy Guide* (p. 29). American Planning Association (APA).

Roy, A. (2016). Who's Afraid of Postcolonial Theory? *International Journal of Urban and Regional Research*, *40*(1), 200–209. https://doi.org/10.1111/1468-2427.12274

Ruggeri, D. (2006). Community Participation and the Craft of a Design Process for the Global World. *In Council of Educators in Landscape Architecture Conference Proceedings*, 153–158. Retrieved from https://www.academia.edu/6898948/Community_Participation_and_the_Craft_of_a_Design_Process_for_the_Global_World

Safe Streets Academy Archives. (n.d.). Retrieved June 23, 2020, from Smart Growth America website: https://smartgrowthamerica.org/tag/safe-streets-academy/

San Francisco Municipal Transportation Agency. (2018a). *Calendar Item No.: 13* (No. 13; pp. 1–21). Retrieved from San Francisco Municipal Transportation Agency website: https://www.sfmta.com/sites/default/files/reports-and-documents/2019/04/10-16-18_item_13_traffic_modifications_-_safer_taylor_street.docx_.pdf

San Francisco Municipal Transportation Agency. (2018b). *Safer Taylor Street Final Report* (p. 82). Retrieved from San Francisco Municipal Transportation Agency website: https://www.sfmta.com/sites/default/files/reports-and-documents/2019/05/safer_taylor_final_report_0.pdf

Sandercock, L. (1998). *Towards cosmopolis: Planning for multicultural cities*. Chichester, England ; New York: JWiley.

Sandercock, L. (2000). Cities of (In)Difference and the Challenge for Planning. *DisP - The Planning Review*, *36*(140), 7–15. https://doi.org/10.1080/02513625.2000.10556728

Sanoff, H. (2000). *Community participation methods in design and planning*. New York: Wiley.

Seattle Department of Transportation. (n.d.). *PARK(ing) Day Plus+ Guidelines*. Retrieved from https://www.seattle.gov/Documents/Departments/SDOT/PublicSpaceManagement/PARKing_Day_Guidelines_FINAL.pdf

SFMTA. (2017, January 4). Safer Taylor Street [Text]. Retrieved June 23, 2020, from SFMTA website: https://www.sfmta.com/projects/safer-taylor-street

Shapiro, A. (2013, May 14). The Tactics That Be: Contesting Tactical Urbanism in New Orleans. Retrieved from Urban Fringe website: https://berkeleyplanningjournal.com/urbanfringe/2013/05/the-tactics-that-be-contesting-tactical-urbanism-in-new-orleans

Simpson, C. (2015). *An Overview and Analysis of Tactical Urbanism in Los Angeles* (Thesis, Occidental College). Retrieved from https://www.oxy.edu/sites/default/files/assets/UEP/Comps/Simpson%20Final%20-%20Copy.pdf

Smart Growth America. (2019). *The State of Transportation and Health Equity* (p. 85). Retrieved from Smart Growth America website: https://smartgrowthamerica.org/app/uploads/2019/12/The-State-of-Transportation-and-Health-Equity_FINAL-PUBLIC.pdf

Snapshot. (n.d.-a). Retrieved from https://www.census.gov/newsroom/press-releases/2019/acs-5-year.html

Snapshot. (n.d.-b). Retrieved from https://www.census.gov/newsroom/press-kits/2019/acs-1year.html

Song, L. K. (2015). Race, transformative planning, and the just city. *Planning Theory*, *14*(2), 152–173. Retrieved from JSTOR.

Southern California Association of Governments. (2017). *Go Human Demonstration Projects* (pp. 1–27). Retrieved from Southern California Association of Governments website: http://gohumansocal.org/Documents/Resources/GoHumanPhase2Report.pdf

Sparks, E. (2019). *Tactical Urbanism in San Francisco: A Critical Planning Analysis* (York University). Retrieved from http://hdl.handle.net/10315/36372

Speak, S., & Kumar, A. (2018). The Dilemmas of Diversity: Gender, Race and Ethnicity in Planning Theory. In M. Gunder, A. Madanipour, & V. Watson (Eds.), *The Routledge Handbook of Planning Theory* (1st ed.). Routledge.

The Equity Manifesto | PolicyLink. (2018). Retrieved June 23, 2020, from PolicyLink website: https://www.policylink.org/about-us/equity-manifesto

TrailNet. (2016). *Slow Your Street: A How-To Guide for Pop-Up Traffic Calming* (p. 158) [Guide]. St. Louis, MO.

Transportation Agency for Monterey County (TAMC). (2020). *Seaside & Marina Walking & Biking to School: Complete Streets Plan* (pp. 1–460). Transportation Agency for Monterey County.

Whyte, W. Hollingsworth. (1980). *The social life of small urban spaces*. Retrieved from https://catalog.hathitrust.org/Record/000035942

Wilson, B. B. (2018). *Resilience for All: Striving for Equity Through Community-Driven Design*. Washington, DC: Island Press/Center for Resource Economics.