



Livable Lessons

The AARP Pop-Up Demonstration Tool Kit

When done right, temporary livability projects can lead to permanent change

by the [WALC Institute](#), [AARP Livable Communities](#)

Inspiring livability advancements are taking place in tiny villages, sprawling suburbs and the largest city centers. But permanent, large-scale changes can be difficult to launch.

That's why “pop-up” demonstration projects — temporary bike lanes, protected intersections, crosswalks, parklets, sidewalk cafes, plazas, benches, street trees and more — are such valuable tools.



Pop-up demonstration projects — also known as “tactical urbanism,” “Do-It-Yourself urbanism” or “DIY urbanism” — typically involve community members working together to bring attention to overlooked spaces, address neighborhood issues, or demonstrate things they want changed or improved within a public or sometimes private space such as a streetscape, empty building or underused lot.

When it's possible to illustrate a new idea through the temporary pop-up installation or demonstration, a proposal or desired enhancement can be more quickly understood, supported and achieved.

A pop-up demonstration project can be organized and implemented quickly or over time.

The **AARP Pop-Up Demonstration Tool Kit** uses a three-month timeframe as an example. Follow the links in the sidebar below to learn more. — [AARP Livable Communities](#) and the [WALC Institute](#)

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A protected bike lane demonstration in Minneapolis. — Photo by the WALC Institute

SUCCESS STORIES

[Parklet](#) | [Plaza](#) | [Streetscape](#) | [Protected Bike Lane](#) | [Protected Intersection](#) | [Road Diet and Plaza](#)



The AARP Pop-Up Demonstration Tool Kit:

<http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-demonstration-tool-kit.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

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3. **Organizing and Marketing the Project or Event:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-organizing-and-marketing.html>
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5. **Next Steps and Maintaining the Momentum:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-momentum.html>

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AARP Pop-Up Demonstration Tool Kit

Getting Started

Part 1 of designing and implementing the pop-up project

by the [WALC Institute](#), [AARP Livable Communities](#)

Successful pop-up projects have an energized leader, convener or facilitator driving them forward. Since each community is different, a leader's role can vary from bringing together the initial project team to organizing all of the event logistics; the exact role will need to be defined as the partners and team come together. However, it's important that the leader or facilitator establish the following as key organizing principles for the group's efforts:

- A pop-up project is a tool for helping to create long-term change
- Local experts, resources and vesting create the greatest benefit
- Getting started is key

According to *Tactical Urbanism: Short-Term Action for Long-Term Change*, a series by Mike Lydon and Anthony Garcia of the [Street Plans Collaborative](#), effective pop-up demonstrations feature:

1. A deliberate, phased approach to instigating change
2. An offering of local ideas for local planning challenges
3. A short-term commitment and realistic expectations
4. Low-risks with a possible high reward
5. The development of social capital between citizens and the building of organizational capacity between public/private institutions, nonprofit/NGOs, and their constituents

Planning a Pop-Up



AARP Livable Communities
Pop-Up Demonstration Tool Kit

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According to *The MEMFix Manual – A Practical Guide to Reimagining Your Neighborhood*, there are two very important factors in a successful pop-up demonstration project:

1. “The time, energy, and willingness of the residents, partners and activists who will be planning the event: a unified spirit combined with the vision and desire to change or a sense of potential must be present”
2. “The potential of the location to be a vibrant public space: neighborhoods that have the potential to be walkable, with buildings built to the sidewalk and that historically have had a mix of uses. Most important is that the location you choose is livable (or has the potential to be).”

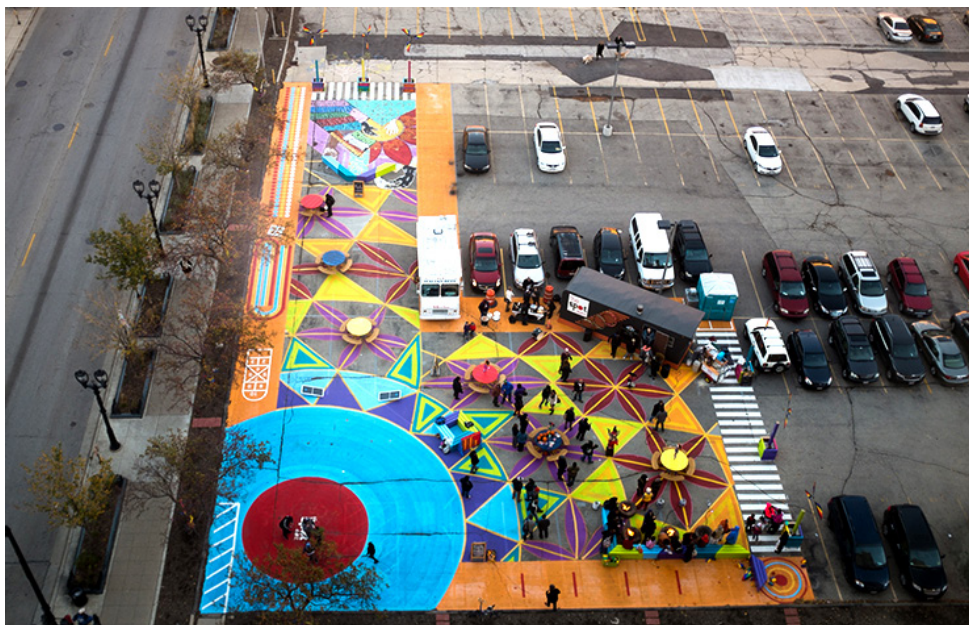
There are three major factors for success in getting started:

1. **Showing Up:** In most communities, only a handful of people tend to show up at public meetings. And the same people tend to speak up at town halls and online. Help engage a new batch of advocates by showing up and bringing your leadership team and volunteers.

2. **Giving “It” a Name:**

Projects become more real, to the organizers and the community-at-large when they’re given a name. Create a name, logo and a brand — and get the word out! Create a website, Facebook page, Twitter and Instagram accounts, and post your project’s activities and successes.

3. **Setting a Date:** Give yourself a deadline and use social media to announce a launch date to build interest and support for the pop-up demonstration event and projects. Pick a date and stick to it. This will force you and others to not procrastinate. Volunteers work well under strong leadership, and an event date is a good motivator.



In 2015, a corner of an underused parking lot became a temporary, colorful street plaza. — Photo by the WALC Institute

Next: [Engaging the Community and Making a Plan »](#)

Getting Started (Website Links)

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WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Tactical Urbanism: Short-Term Action for Long-Term Change: <http://www.street-plans.com/research-writing/>

Street Plans Collaborative: <http://www.street-plans.com/our-firm/people/>

The MEMFix Manual – A Practical Guide to Reimagining Your Neighborhood: <http://memfix.org/toolkit/>

Next: Engaging the Community and Making a Plan: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-engaging-the-community-making-plans.html>

Planning a Pop-Up (Box):

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AARP Pop-Up Demonstration Tool Kit

Engaging the Community and Making a Plan

Part 2 of designing and implementing the pop-up project

by the [WALC Institute](#), [AARP Livable Communities](#)

The guidance detailed in this design and implementation phase of the [AARP Pop-Up Demonstration Tool Kit](#) is based on a three-month planning window. It can take longer to plan the event, but care should be taken not to over-analyze or delay. A short planning timeframe is important, and simply getting started is the key. In our tool kit the steps that follow are tasks for Month 1.

1. SELECT THE COMMUNITY

When choosing a community for the demonstration project, consider the likelihood of the community creating successful, long-term changes as a result of the project. Indicators of potential success are the presence of strong municipal leadership and a clearly expressed desire by the community to be a model project.

Two questions to ask and answer:

- **Which local organizations can be engaged as partners?**
The community or location should have at least one or two organizations that are already advocating for some of the goals of the project. Whether a nonprofit group, business association, school district, homeowners' association, government agency or an alliance of citizen advocates, the community will have better chances of succeeding if existing groups can be engaged as sustaining partners.
- **How will the project meet the needs of the community?**
The pop-up project is a temporary demonstration that can catalyze long-term change. The selected area should stand to benefit from the pop-up demonstration.

Planning a Pop-Up



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2. IDENTIFY POTENTIAL PARTNERS

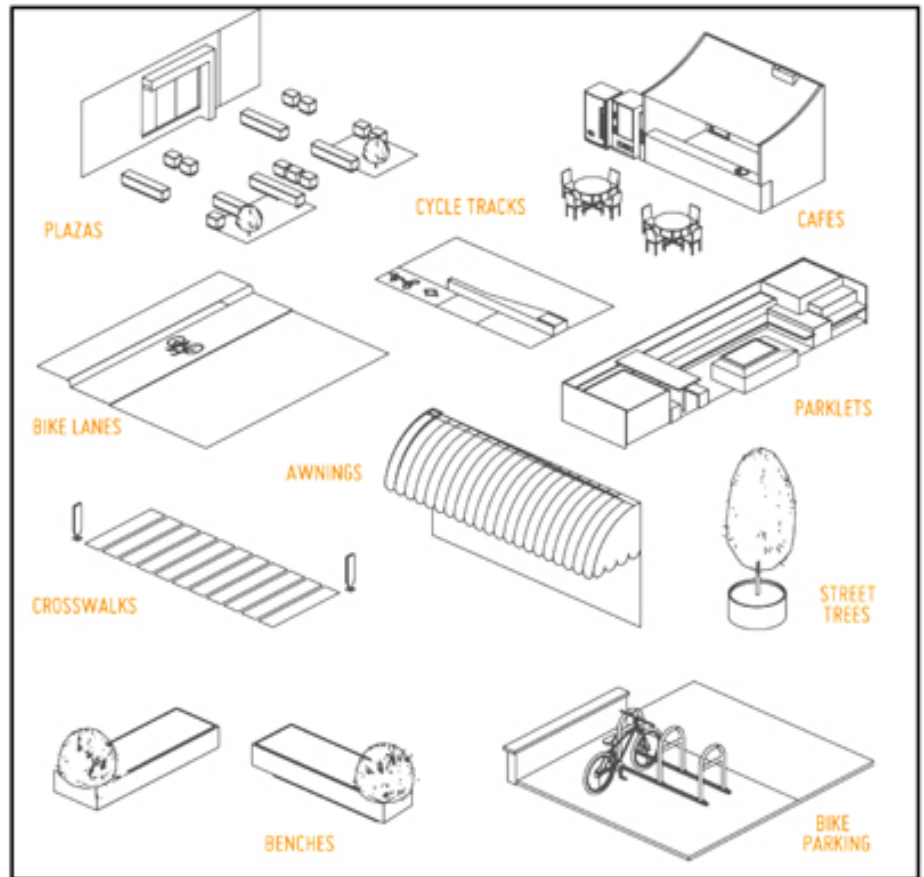
Once a community has been selected, work with major allies to determine possible project sites. Engaging community representatives from the following segments will contribute to the success:

Municipal staff and/or political leader(s): These people can help make the planning and permitting processes go smoothly. Such individuals may have access to equipment, materials and tools that will lower the project budget. Local leadership and involvement is essential to making the demonstration project's impact lasting and replicable.

Property owners and community-based liaisons: These two groups are critical to success, especially local property and business owners.

Opponents can break a pop-up project's success, and this is especially true of local business owners. However, public support from business owners who understand the value of the proposed change can counter any opposition and provide political cover for elected officials and municipal staff in helping promote the pop-up's success and advocating for permanent change.

Supportive property owners might be willing to partner in the effort. It's possible not all property owners will initially be supportive, but they are likely to come around. A community-based liaison with strong connections, such as the director of a local advocacy organization or a well-regarded activist, can be of enormous assistance. This person will be well positioned to mobilize volunteers and likely will help inject energy and a grassroots component into the initiative.



Pop-up techniques include (from top left and top to bottom) plazas, cycle tracks, cafes, bike lanes, parklets, crosswalks, awnings, street trees, benches, bike parking. — Image from the Better Block Foundation

Continued

3. IDENTIFY POTENTIAL LOCATIONS

A struggling Main Street or an undervalued downtown boulevard can make the ideal location for a comprehensive [Better Block-style](#) demonstration project. Individual pop-up tools and treatments can be successfully applied in urban, suburban and rural contexts.

According to *Tactical Urbanism: Short-Term Action for Long-Term Change*, a guide produced in 2012 by the [Street Plans Collaborative](#), “the best examples of locations are consistently found in compact towns and cities featuring an undervalued/ underutilized supply of walkable urban fabric.

”If working toward the makeover of a segment of a street, or block, [Team Better Block](#) identifies the following as important ingredients for a successful project location:

- A community that is motivated, with residents and merchants who are excited about change and are willing to be partners in the area’s revitalization
- Proximity to the neighborhood and its residents
- Buildings that are small and built to the sidewalk with no major gaps in between, much like a traditional downtown Main Street and not like a suburban strip mall or big box store front by a sea of asphalt parking
- Streets that are wide or otherwise offer opportunities to incorporate people and bikes. (Note: Project sites that include highways, overpasses or large swaths of vacant land can be tough to activate.)

4. GATHER COMMUNITY MEMBERS AND GO FOR A TOUR

Conduct a community walking tour to visit each potential project site. Help participants develop a shared language and set of expectations by introducing the project’s organizing principles and sharing a summary of tools and treatments that can serve as starter ideas. (See the illustration and sidebar links above.)

Pop-Up Teamwork

- During the site visit or walkabout, discuss each area’s history and identify opportunities for change. Talk about what the block needs, why people don’t currently visit it, and what would attract locals and others to the area.
- Use the [Better Block location survey](#) to grade the elements that will help the demonstration project succeed.

Popular Pop-Ups

This tool kit and the image above contain a sampling of pop-up projects a community can pursue. Among the other examples:

- road diets
- pocket parks or parklets
- curb extensions
- wayfinding signage
- modern roundabouts
- mini roundabouts and traffic circles
- artistic treatments, such as painting murals, utility boxes, intersections and lightpoles

Pop-Up Teamwork

“Aligning your trades together and giving them a block boundary to develop ideas and champion change creates a simple, understandable framework for people to begin working together.... Ownership now becomes shared by a community and the barn-building necessary to re-stitch a community together can begin.”

— from *“How to Build a Better Block,”* by [Team Better Block](#)

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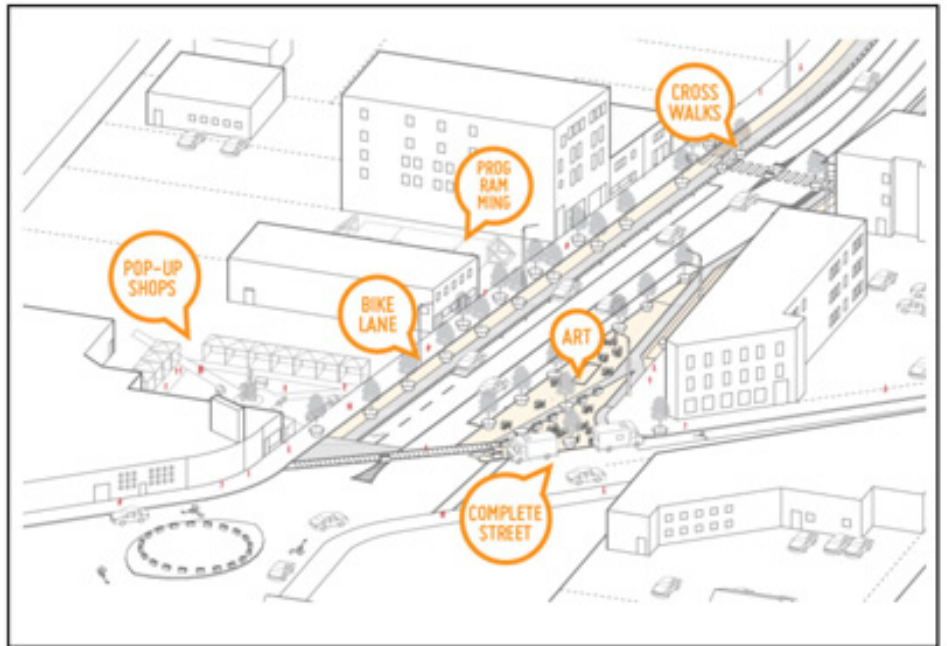
5. MEET, PICK A DATE AND SELECT A NAME

Immediately following the walkabout, gather all participants in a nearby meeting space to discuss and choose the project location.

During that meeting:

- Assemble a leadership team, or “Strike Team,” of five to 10 people who will work together and communicate throughout the project timeline and also serve as liaisons to the rest of the community. Ideally, such a team will include some skilled practitioners — such as a landscape architect, urban designer, engineer, architect, planner, plumber, general contractor, carpenter, electrician or web developer — who can develop technical elements of the project.
- Remember, the initial convener isn’t expected to be an urban design expert. That person or group should simply be able to enlist local professionals to be liaisons for the project and utilize the resources of this tool kit and others as educational and capacity-building materials.
- Set a date for the event, but don’t set it too far out. The longer the planning horizon, the more risk of “analysis by paralysis.” There can be a lot of value in scheduling the project in conjunction with another community event, such as an annual festival or public gathering.
- Come up with an initial list of tools and treatments to include in the concept plan.
- Identify specialties, resources and materials needed, and which of those can be provided by people who are present at the meeting. (Very important: take good notes, keep track of who can do what and collect all contact information.)

- Decide upon a project name and then establish names for social media accounts. The names might not be perfect, and there won’t be unanimous agreement about them, but it’s critical to pick the project’s name and any related names early. As [Jason Roberts, chair of the Better Block Foundation](#), points out in a [2015 TEDxOU talk](#), “Just naming something, that simple thing, creates an identity and builds pride.” Encourage everyone at the meeting to start following the project on social media and to share the links with their networks.



A concept map shows what’s already in the demonstration location and what will be added. — Image from the Better Block Foundation

- Set a date for the team to reconvene within a week or two.

6. GATHER THE LEADERSHIP TEAM AND DEVELOP A PLAN

One way to figure out what type of demonstration to do in a particular location is to research the history and character of the site. By understanding the area's history, the leadership team can find ways to incorporate and celebrate the community's culture and character in the project.

For example, during one Better Block project, the street in a historically Italian neighborhood was transformed to include a [bocce ball court](#) and Italian restaurant. "Treat it like it's a museum of the past," Roberts says.

- Sketch out the concept plan and create a map for the tools and treatments to be built, using a list created during the community walkabout as a starting point. A landscape architect, planner, engineer, urban designer or architect can create the concept plan. You could also use a simple tool such as [StreetMix.net](#) or hand drawings to illustrate the concepts.
- Set a short deadline for receiving team feedback, and immediately decide upon the final plan.
- Publicly publish and vet the concept plan for additional feedback and revisions.

7. PROGRAM ACTIVITIES AND DRAFT A SCHEDULE

A common pop-up activity is an open streets event, often called a "[ciclovía](#)," in which roads are closed to vehicles and open to only bicyclists and pedestrians. Other examples of public activities include live music, food trucks, farmers markets, art shows, group exercise classes, information booths, public dance floors, "open mic" sessions, stage performances and more.

8. CREATE THE BRAND

A project name and social media account have already been established. Now it's time to incorporate that information into a project brand that includes a logo, colors and "brand voice" or tone that is consistently applied throughout messages and communications. This is also an aspect of the project through which the area's history, culture and character can be celebrated.

9. SECURE A STAGING AREA

Space will be needed where materials and equipment can be stored, and where volunteers can assemble project elements such as furniture and pop-up walls. This space needs to be in close proximity to the project site. A vacant shop or a building facing the project site is ideal.

Recipe for Success

"The barn-building mentality of the Better Block project brings a community together to help rebuild their neighborhood. We take reclaimed wood, metals, and other local resources, and retrofit them into usable structures for the community. Sidewalk benches, parklets, pedestrian islands, and crosswalks are all developed locally by unskilled and skilled community members who collectively share ownership of their space. From sharing tools to donating time, this ownership transforms 'Them' to 'Us' and is vital for making a place feel loved and cared for."

— from the [Akron, Ohio, Better Block Project Report](#)

Continued

10. CREATE A WORKPLAN AND TIMELINE

Develop a simple workplan and timeline that lists tasks, dates by which they need to be completed, and the people responsible for each task. Share this document with team members, major allies, volunteers and anyone else named as being responsible for a task. Include in the workplan the schedule of team meetings. Since every team member might not make it to every meeting, keep meeting notes that highlight action items or changes, and share the notes with the entire team after each meeting.

11. DETERMINE HOW THE PROJECT WILL BE ASSESSED AND EVALUATED

What are the metrics — both quantitative and qualitative — by which the pop-up demonstration's success will be measured?

- Begin by revisiting the discussion that was held during the community walkabout regarding what needs to change in the area and what is needed in order to become more livable.
- Then, identify measurable and reportable metrics. Examples include a survey of the event participants as well as data related to existing building vacancy rates, vehicle speeds, sales tax revenue, noise levels, etc.
- News coverage of the effort can be an important indicator of success.
- Note any new policies, streetscape improvements, new businesses and other long-term changes that followed the pop-up project.

Remember that it isn't feasible to measure every possible metric, so keep the assessment plan manageable and focus on the measurements that will be the most meaningful when working to make the change long-term. If available, engage the pro bono services of a research company or public opinion polling firm to develop, design and administer the assessment.

Next: [Organizing and Marketing the Project or Event](#) »

Engaging the Community and Making a Plan: (Website Links)

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Street Plans Collaborative: <http://www.street-plans.com/our-firm/people/>

Team Better Block *and*

“How to Build a Better Block,” by Team Better Block: <http://teambetterblock.com/>

Better Block location survey: <http://betterblock.org/how-to-build-a-better-block/>

Jason Roberts, chair of the Better Block Foundation: <http://betterblock.org/about/board-of-directors/>

2015 TEDxOU talk: <http://betterblock.org/blog/2015/07/28/better-block-at-tedx/>

bocce ball court: <http://www.aarp.org/livable-communities/livable-in-action/info-2016/shuffleboard-is-so-yesterday.html>

StreetMix.net: <http://streetmix.net/-/419364>

ciclovía: <http://www.aarp.org/livable-communities/getting-around/info-2015/how-to-organize-a-ciclovía-open-streets-event.html>

Popular Pop-Ups (Box)

road diets: <http://www.aarp.org/livable-communities/info-2014/road-diets-fact-sheet.html>

pocket parks or parklets: <http://www.aarp.org/livable-communities/livable-in-action/info-2015/how-to-create-a-parklet.html>

**curb extensions *and*
wayfinding signage;**

<http://www.aarp.org/livable-communities/tool-kits-resources/info-2015/13-short-range-livability-solutions.html>

modern roundabouts: <http://www.aarp.org/livable-communities/info-2014/livability-factsheet-modern-roundabouts.html>

mini roundabouts and traffic circles: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2015/mid-range-solutions.html>

artistic treatments, such as painting murals, utility boxes, intersections and lightpoles: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2015/backstreets-and-underused-places.html>

Pop-Up Teamwork (Box)

How to Build a Better Block,” by Team Better Block: <http://teambetterblock.com/>

Recipe for Success (Box)

Akron, Ohio, Better Block Project Report: <http://betterblock.org/?s=Akron>

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Organizing and Marketing the Project or Event

Part 3 of designing and implementing a pop-up project

by the [WALC Institute](#), [AARP Livable Communities](#)

With the major decisions made about the location, the tool or technique being used and the name of the project, the next batch of work involves targeted outreach efforts and occurs in Month 2 of this tool kit's three-month process.

1. APPLY FOR PERMITS AND INSURANCE

Check with municipal representatives or offices to determine which permit or permits, if any, the team will need to obtain. In most cases, a “block party” permit is suitable. Event or liability insurance may also be needed. In addition, volunteers might be required to sign waiver-and-release forms to reduce liability risks. If alcohol will be served, such as at a pop-up beer garden, a special permit and supplemental insurance may be needed.

2. INVITE MERCHANTS TO OPERATE POP-UP SHOPS

If your demonstration project needs on-site vendors, publicize that need to the community. [Google Forms](#), [Survey Monkey](#) and other websites offer free and easy form and sign-up management tools. If more applicants are received than can be accommodated, select vendors or “shops” that are a good fit for the community and will ensure a variety of offerings.

Examples of pop-up shops include cafes, ice cream stands, art stores, vintage shops, booksellers, barber shops, bakeries, fruit stands, brew pubs and more. (See the image below for examples of potential pop-up shops.) As an alternative or to supplement existing merchants, the planning team can organize pop-up shops that are stocked with donated or purchased items and staffed by volunteers.

3. FILL THE NEEDS LIST

Create a list of needs — from materials and resources to volunteers and skill sets — and push the list out to the community. Use online forms to allow people to sign up for materials or for pre-build workshop slots. Be sure to engage the municipality so it can provide materials, tools and equipment.

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- [Streetscape](#)
- [Protected bike lane](#)
- [Protected intersection](#)
- [Road diet and plaza](#)

For example, for a pop-up demonstration in Akron, Ohio, the city painted a green bike lane using professional equipment and materials. In other places, bike lanes have been painted or striped by volunteers using donated or purchased materials.

If donations don't provide all the materials that are needed, develop a fundraising campaign (such as by using [Kickstarter](#) or [IOBY](#) tools) and begin soliciting for financial support to purchase the supplies.

4. ORGANIZE THE TRAINING WORKSHOPS

People with experience in construction trades will be needed to lead volunteers in assembling the project elements during pre-build workshops. These tradespeople should be given a "recipe" for the desired demonstration so they can develop an appropriate approach to building the elements.

Someone from the leadership team needs develop a plan for how the work will get done and then assign suitable tradespeople as doers or trainers. The project elements should be organized into pre-build workshop slots so volunteers can sign up to work.

5. REFINE THE WORKPLAN AND TIMELINE

As the event comes together, update and refine the workplan and timeline. Communicate any changes to all leadership team members and volunteers.

6. MARKET AND PUBLICIZE THE PROJECT

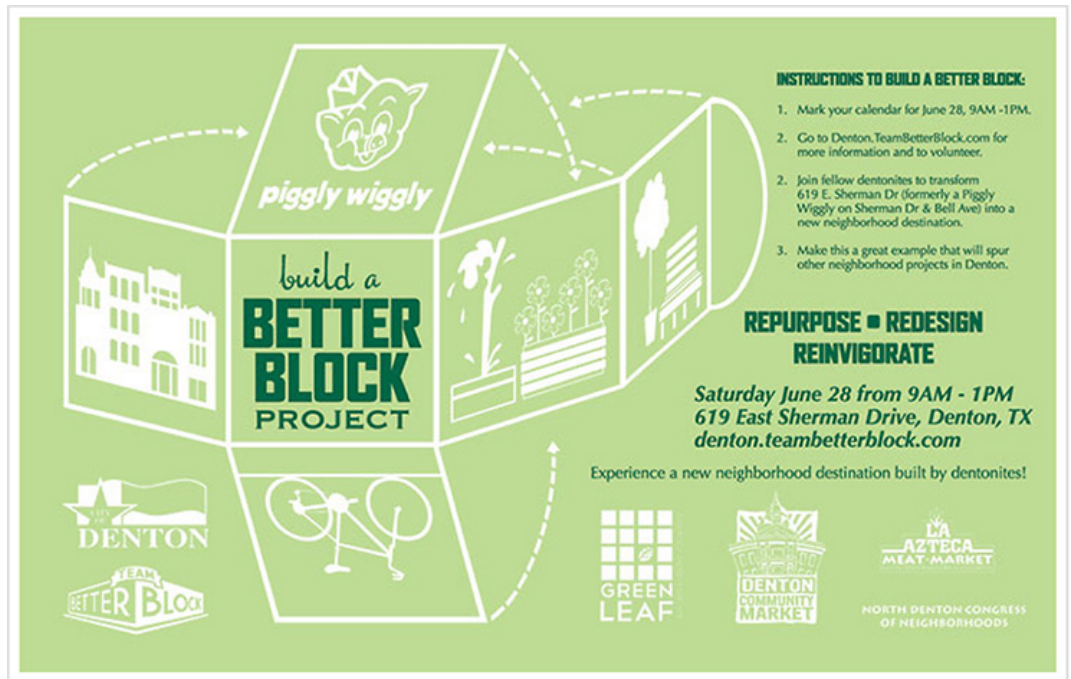
Although marketing of the demonstration project began with the community walkabout, now's the time to kick public relations efforts into a higher gear.

- Stay true to the brand — including the "voice" or tone — that was already developed. Maximize its value by incorporating the language and style into all marketing communications.
- Maintain contact on social media. ([Facebook](#), [Twitter](#), [Instagram](#) and [Pinterest](#) are the mainstay social-media platforms.) Building an audience and maintaining interest require posting to each platform regularly. Be intentional about whether or not to employ all four platforms. For instance, there may not be enough volunteer resources available for unique posts on each platform at regular intervals. If a Kickstarter or other fundraising campaign was launched, that's another platform that will require maintenance and a volunteer's time.



The icons shown here represent the types of shops and services that work well at a pop-up demonstration event. — Image from the Better Block Foundation

- Having a project or event website is helpful and sometimes essential as an information source. Even non-web-designers can use templates from website providers to create an attractive site that is easy to manage. Securing and hosting a domain is relatively simple and shouldn't cost more than \$40 per year. However, creating and maintaining a website can be time-consuming, so the volunteer who manages this task needs to understand the commitment before taking it on.



A sample promotional flyer for a pop-up event in Denton, Texas. — Image from Team Better Block

- Engage the community in the process and project by sharing photos and videos of the meetings, the project elements being built, the volunteer workshops, and other events. These visual files will also be important in reporting on the outcomes of the effort.
- Inform the media. (See the box below for more about that.)

7. ENGAGE THE OPPOSITION

Make a special effort to identify and reach out to people who are or might be opposed to the changes the demonstration project may bring. It's important to get naysayers to the table and increase the community's odds of building their trust and involvement. Try to identify their concerns, invite them into the process, and perhaps give them a stake in the project by testing some of their ideas through the project elements.

8. DEVELOP THE EVALUATION KIT

Create forms for collecting the information that will be used to assess the project's success. Although online forms are most efficient and can often be completed via a tablet like an iPad or a laptop computer, it may be necessary, and wise, to also have printed forms available for collecting information on-site. (See an example survey in the article "[Building and Launching the Project or Event.](#)")

EXTRA, EXTRA, READ ALL ABOUT IT

Conducting effective outreach to news outlets is important to the success of the project and any long-term changes undertaken as a result.

The pop-up demonstration project is an opportunity to build relationships with reporters and help ensure that the public is receiving accurate, timely and meaningful information about efforts and improvements happening in the community.

- Write a news release that's engaging and structured in the form of a news story. Be sure to include the important five W's — Who, What, When, Where and Why. Describe, for example, the goal of the workshop, who should attend, who will be presenting, where and when the workshop will be held, and any other information that will help make the story meaningful and relevant to the local and regional audience. (Include [web-friendly keywords](#) to ensure that the news release and its contents can be easily found online.)
- Contact and/or distribute the release to key media outlets and reporters. Keep a list of the contacts made and how they would like to receive additional information.
- Be sure to include non-traditional news sources in the media outreach strategy. For example, a good outlet for local news is [Patch.com](#), which focuses on small communities that may be underserved by media. Distribute the news release to local partners and other local contacts, asking them to share it with their media contacts.
- For additional coverage before and/or after the event write a guest commentary or letter to the editor. (Many of the messages and details from the news release can be repurposed, but with a personal perspective applied.)



Promote local pop-up demonstration events to local media outlets.
— Photo by Melissa Stanton

Next: [Building and Launching the Project or Event](#) »

Organizing and Marketing the Project or Event: (Website Links)

Organizing and Marketing the Project or Event: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-organizing-and-marketing.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Google Forms: <https://www.google.com/forms/about/>

Survey Monkey: <https://www.surveymonkey.com/>

Kickstarter: <https://www.kickstarter.com/>

IOBY: <https://www.ioby.org/>

Facebook: <https://www.facebook.com/>

Twitter: <https://twitter.com/>

Instagram: <https://www.instagram.com/>

Pinterest: <https://www.pinterest.com/>

Building and Launching the Project or Event: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-build-and-launch.html>

web-friendly keywords: <https://www.yola.com/blog/what-are-keywords-and-why-are-they-important/>

Patch.com: <http://patch.com/>

Next: Building and Launching the Project or Event: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-build-and-launch.html>

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AARP Pop-Up Demonstration Tool Kit

Building and Launching the Project or Event

Part 4 of designing and implementing a pop-up demonstration project

by the [WALC Institute](#), [AARP Livable Communities](#)

The thinking, planning and promoting done, Month 3 in this tool kit's three-month process is when the hands-on, physical work is started and completed.

1. CLEAN AND CLEAR THE PROJECT SITE

About one week before the event, hold a pre-build workshop to clean and clear the site by collecting trash, removing significant weeds, trimming the landscaping, and painting any vacant building walls or facades that need a fresh coat of paint.

2. START THE ASSEMBLING

In the few days leading up to the event, assemble such items as paint, tape, chalk, plants, trees, traffic cones, chairs and benches. Similarly, hold meetings to lay out and mark spaces such as bike lanes, [curb extensions](#) or [bulb-out plazas](#) and roundabouts. Work from the concept plan, the “recipes” (see one below) for the project elements, and any added design materials that have been developed to create the pre-build items.

Each pre-build workshop will require the assistance of a tradesperson or handyperson who is comfortable with both the project's design and the equipment needed to build each element. Be prepared to troubleshoot problems and make decisions if hurdles arise during construction activities.

If a waiver-and-release form is required of participants, ensure that it's available and that every person signs and dates one.

3. INSTALL THE ELEMENTS

This is the day and time when your team puts all the elements into place for the big event! The work often takes three to four hours but can be as fast as two hours depending on the size of the project site and the number of elements, concepts being installed and volunteers.

Planning a Pop-Up



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4. [Building/Launching](#)
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4. POST ON SOCIAL MEDIA

During the event, have one or two social media-savvy volunteers assigned to post real-time information, photos and insights. This not only reinforces the project brand as a professionally operated event but it may bring additional visitors to the site.

5. DOCUMENT THE EVENT AND THE REACTIONS OF PARTICIPANTS

Encourage leadership team members and volunteers to capture photos and videos of the event and, in particular, how people interact with the project elements and the enhanced built environment. Use a photo-sharing site for collecting the images and videos, and use the best ones in follow-up communications and the project report.

6. DEPLOY THE EVALUATION KIT

During the event, volunteers who signed up for the activity should collect the data and needed feedback, which may include interviewing pedestrians, bicyclists, pop-up business customers, drivers, recreational activity participants and others.

(When reviewing the findings of the evaluation kit, embrace the idea that the project wasn't intended to be perfect and that the assessment presents a valuable opportunity to learn what worked, what didn't work and how to make a long-term change even better.)

Continued

GREEN BIKE LANE



1

MEASUREMENT OBSERVATION

- Obtain ROW Widths
- Review traffic accident history
- Assess existing bike facilities

2

DESIGN

- Street mix cross-section
- Sketch up road
- Traffic control plan

3

IMPLEMENTATION

- Traffic Control: Rental

Materials per 100'

- (3) Tempera Paint: \$10 /unit
- (1) White Spray Paint: \$5/can
- (4) Tape: \$15 / Roll
- (1) Stencil



Tempera Paint
Sargent Art 22-2165 5-Pound Art Time
Fusion Tempera, Green, 3 unit, produces
1 gallon. 3 gallon covers approximately
3000' applied through sprayer.



Tape
ProFlex Pro Duct 110 PE-Coated Cloth
General Purpose Duct Tape, 50 yds
length x 4" width x 3/16"

4 INSTALL

Task	Number of people	Instructions
CLEAN SURFACE	2 people	Use jack hammers, rakes & discs to debris
MEASURE & GUIDE MARKS	3 people	Use marking spray, measuring tape & pull string. Measure & mark lines off the existing road center line
PAINT SPRAYER	3 people	Apply spray with a 1/2" nozzle, 1 person pushes machine, one person guides path, one person tapers edges w/ cardboard
APPLY TAPE STRIPPING	At least 2 people	Person 1 holds end on ground, second person pulls + 4" in advance ensuring tape is pulled straight. Person 1 walks along tape securing it to the road
BIKE STENCIL	2 people	Person 1 holds stencil in place, Person 2 sprays white paint using hand sprayer or sprayer cans

Total Price for 100' (25' painted bike lane including striping & 2' buffer) : **\$95**, labor and traffic control not included



Volunteers can get a lot done with an instruction sheet or "recipe." (Click on the image for a link to a larger view.) — Image from the Better Block Foundation

7. DO A DEBRIEF AND WRITE A REPORT

Before the event, schedule a debrief meeting for attendance by the leadership team. During the debrief meeting discuss impressions, lessons learned, and the preliminary findings of the evaluation.

A sample form for surveying event participants

Identify what worked, what didn't work, and what things would ideally become permanent. Keep notes on these items and incorporate the information into the project report, the writing of which should be assigned to someone from the leadership team.

This concise report should document the project's intent, process, elements, outcomes and recommendations for making long-term change. The report should be clear and to the point, and it should include images and quotes that help tell the story of the event. Consider including community letters of support, news clippings, etc.

The report, which can be reviewed by the leadership team or other assignees before it's deemed final, should end with the leadership team's recommendations.

8. SPIN IT FORWARD

Share the report with leadership team members, volunteers, social media audiences, the news media, local leaders, advocacy organizations, business associations, property owners and any other individuals or organizations that may have an interest in the outcome of the project or future projects like it.

Next: Next Steps and Maintaining the Momentum »

TELL US ABOUT YOUR BETTER BLOCK EXPERIENCE

1. How did you FIRST learn about participating in the Better Block? (Please select one)

Team Better Block Website
 Another organization or group. Please provide name _____
 Personal (family, friend, Neighbor)
 Another organization or group. Please provide name _____
 Personal (family, friend, Neighbor)
 Personal experience with Team Better Block
 TV, Newspaper or radio Please provide name _____
 City Staff

2. What area did you participate in?

3. Which day did you participate?

Friday
 Saturday
 Both Friday and Saturday

4. What could have been done to improve the Better Block?

5. If you were a vendor please tell us how much revenue you generated?

\$ _____

6. Was this above or below your expectations?

Above Below

7. Would you participate in a Better Block Project again? Why? / Why not?

8. Were you given adequate information for the Better Block?

Yes
 No
 A little but not all I needed

9. What was your general impression of Better Block?


Excellent
 Good
 No opinion
 Needs some work
 Not good at all

10. Of the demonstrations, which would you like to see more of?

Seating
 Shade
 Plantings
 Street Narrowing
 Activities
 Bicycle lanes

Additional Information

Name _____ Gender _____ Age _____
Race _____ Income _____ Registered Voter _____



A sample form for surveying event participants. — From Team Better Block

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(Website Links)

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WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

curb extensions or bulb-out plazas: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2015/13-short-range-livability-solutions.html>

Planning a Pop-Up (Box):

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Success Stories

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AARP Pop-Up Demonstration Tool Kit

Next Steps and Maintaining the Momentum

Part 5: How to keep moving forward after a successful pop-up demonstration project

by the [WALC Institute](#), [AARP Livable Communities](#)

After successfully completing and evaluating the pop-up project's demonstration event, it's time to think about the future. This section is designed to help individuals and groups plan and implement ongoing campaigns to make a neighborhood, block, street or community more livable by using the pop-up event as a catalyst for change.

1. ADVANCE THE LEADERSHIP TEAM

The leadership team and volunteers worked hard to make the event a success. People had fun and were inspired by the possibility of permanent improvements. The team and volunteers will probably benefit from a short recovery period, but then keep the momentum going by reconvening the group to plan the next activity.

Over the past several months the leadership team, volunteers, residents, businesses, municipal staff and others have spent a great deal of time together. The event helped to identify the power players, available resources, and any opposition. Through the experience the team has developed social capital and exchanged new ideas. It's good practice to have documented the meetings, ideas, and players along the way.

Now it's time to see how it all plays out and determine what your next steps will be.

If there was no community commitment before, hopefully enough glue has been created through the experience to result in a new neighborhood or business group, which could simply be the event leadership team itself deciding to keep working together.

Formalizing the intention to work together as a group is an effective way to continue to advocate for more permanent and innovative changes to the neighborhood. There are lots of things to consider now or in the future, such as nonprofit or 501(c)3 status, leadership roles, and even bylaws, if the team chooses to be that formal.

Planning a Pop-Up



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Starting with the leadership team as the base — but understanding that some team members may not be able to continue their service and other community members may be interested in taking on leadership roles — establish a steering committee. This team is essentially a built-environment steering team, or *BEST* [*Insert Your Town Name*], that focuses on bringing the recommendations of the report to fruition.

The project team will need to engage municipal staff and community advocates in understanding the pop-up tools and treatments so the improvements can be codified or implemented for long-term change.

2. PURSUE POLICIES, FUNDING AND INFRASTRUCTURE

If the pop-up event was successful, seek recognition from the city, town or municipality through a proclamation, or even a resolution or ordinance to establish or change policy. This recognition will ensure that the public is aware of the pop-up demonstration event, and it shows that the municipal government supports the concepts that were brought forward through the event.

Larger, more complex livability improvements will typically take longer to implement than smaller, simpler ones. For instance, getting federal funding to pay for a corridor streetscape redesign could take years or decades to plan, acquire and implement, whereas getting an already-scheduled street resurfacing to include bike lanes might be an easy win. (See the sidebar “A Case in Point.”)

Think about what policy or funding barriers may have led to the situation the pop-up event was meant to highlight. Connect the pop-up project with any city, county or regional-level initiatives or plans that may have similar goals.

For instance, the city may have adopted a [Complete Streets](#) policy, or it may be updating its comprehensive plan to include improvements for walking, bicycling infrastructure and safety, or the community might already have a goal to revitalize the neighborhood where the pop-up event was held.

A way to determine successful spin-off pop-up projects from the event is to determine what can fit within the community’s vision and then conduct new demonstrations in partnership with the relevant government agencies.

If the event focused on infrastructure changes, look into how the municipality can help. The involved agencies or partners might be able to apply for funds to transform the temporary pop-up project changes into permanent improvements such as bike lanes, curb extensions, pedestrian crosswalks, public plazas and traffic lane narrowing. Governmental administration processes don’t work fast, so patience is necessary. (See the sidebar “A Success Story.”)

A Case in Point

In the [North Oak Cliff neighborhood](#) in Dallas, the [Better Blocks leadership team](#) staged a pop-up block event that cost \$1,000 and included pop-up bike lanes, cafe seating, trees, plants, lighting, a kids art studio, pop-up businesses and a community party. Inspired by the event, the city agreed to change its cafe-seating ordinance to reduce the \$1,000 annual permit fee to \$150.

3. FIND THE NEXT POP-UP PROJECTS

By organizing a pop-up demonstration, the event's leadership team created a vision and roadmap for the neighborhood. After analyzing survey responses and experiences from the pop-up event, the team knows what worked and what didn't.

- Determine which projects are worth pursuing, then begin planning the next steps to make the solutions permanent.
- Create a calendar of proposed events. It might be useful to conduct a pop-up event or policy campaign every quarter, for instance, and form leadership subcommittees for each event. Subcommittees could also be formed to handle certain aspects of each pop-up event, such as marketing, planning and coordination, recruiting and managing volunteers, data gathering, event logistics, or liaison with municipal staff and elected officials.

A Success Story

The leadership team of [Better Blocks PDX](#) in Portland, Oregon, organized a pop-up [road diet](#) and downtown pavement-to-plaza event on 3rd Avenue NW in the summer of 2015. City council members and the mayor participated in the event. The project, which cost roughly \$8,000 to implement, quickly inspired more than \$140,000 in city investment. The [Portland Development Commission](#) provided an \$80,000 grant to the [Ankeny Alley Association](#) to develop the city's first public plaza in the public right of way, and the [Portland Bureau of Transportation](#) committed at least \$60,000 in re-striping 3rd Avenue to include a double-buffered bike lane that will be wider than the adjacent two travel lanes.

Next Steps and Maintaining the Momentum:

(Website Links)

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WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Complete Streets: <http://www.aarp.org/livable-communities/archives/info-2014/complete-streets.html>

North Oak Cliff neighborhood: <http://www.dallasnews.com/news/dallas-city-hall/2016/01/13/how-small-change-in-north-oak-cliff-led-to-a-big-knight-grant-for-better-block>

Better Blocks leadership: <https://nextcity.org/features/view/how-one-weekend-in-dallas-sparked-a-movement-for-urban-change>

Better Blocks PDX: <https://betterblockpdx.org/>

Road Diet: <http://www.aarp.org/livable-communities/info-2014/road-diets-fact-sheet.html>

Portland Development Commission: <http://www.pdc.us/welcome.aspx>

Ankeny Alley Association: <http://www.ankenyalleyassociation.org/>

Portland Bureau of Transportation: <https://www.portlandoregon.gov/transportation/>

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AARP Pop-Up Demonstration Tool Kit

Project: Pop-Up Parklet

LOCATION: Park Avenue, Anaconda, Montana

by the [WALC Institute](#), [AARP Livable Communities](#)

THE GOAL

Make downtown Anaconda, Montana, a desirable, pedestrian-friendly destination

BACKSTORY

[Anaconda-Deer Lodge County \(A-DLC\)](#) — population 9,329 — is a consolidated city-county government with Anaconda, Montana's ninth most populous city, at its heart.

Over the past several decades, life in the once-bustling downtown has greatly diminished, leaving behind a community characterized by a struggling economy, poor health record, and a vehicle-oriented, sedentary lifestyle. Among the city's challenges:

- Montana Highway 1, a fast-moving thoroughfare with non-stopping traffic run through Anaconda's commercial area via two separated, one-way avenues
- The lack of inviting and truly walkable or bikeable roadways
- Limited connectivity between the residential, commercial and recreational zones

An irony about the city's problems is that Anaconda was initially a walkable community. "It was built in 1894," noted [Connie Ternes-Daniels](#), the county's chief executive officer. "It developed into an automobile community. For a long time we've had this discussion to stop the pass through, to create the feeling to get out of the car."

In 2014, the A-DLC received a [Montana Building Active Communities Initiative](#) award, which gave rise to the [Building Active Anaconda Team \(BAAT\)](#).



The Park Avenue parklet attracts a crowd. — Photo courtesy Building Active Anaconda Team

THE PROJECT

The community outreach efforts of BAAT identified speed and the lack of pedestrian-friendly roadways as the primary reasons residents don't visit and walk around the downtown. The BAAT team worked with the nonprofit [America Walks](#) to run a community-based workshop in September 2014 with a focus on creating a walkable downtown. The groups decided to [repurpose a public parking space](#) to create a [parklet](#), which is typically a site that has been created from a small piece of land, such as a former parking space.

TIMING

The [temporary parklet](#) was ready for visitors on Sept. 23, 2014.

THE LOGISTICS

- The parklet project, which was built near Park and Oak streets, required outlining the parklet, crosswalks and curb extensions with white duct tape.
- Volunteers then brought in rugs and furniture, plants and art — including a pop-up mural.
- The organizers put up temporary “Walk Anaconda” signs to direct people to key destinations in the community.
- Initially, police and fire department representatives expressed concerns about the safety of the parklet installation, including the [curb extensions](#), with their main concern being about the turning capability of large trucks. This led to the fire department actually getting into their trucks and an ambulance to attempt to make the turn. By chance, a large motorhome also made the turn from another angle. Each vehicle was able to make the turns, although the fire truck did nick one of the white tapelines delineating the bulb-out.



A “before” and proposed “after” for Main Street. — Image from the Anaconda Downtown Master Plan (March 2016)

The [Anaconda Main Street Workshop](#) focused on understanding how people engage in main streets, specifically on shopping, dining and stopping. Approximately 30 workshop attendees then participated

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in a [walk audit](#) and visited the parklet demonstration site, where the group stayed for about an hour and people purchased ice cream from a new shop located on the parklet's corner.

COSTS and CREW

The project had limited funding, but the Building Active Anaconda Team was able to utilize skilled volunteers and generous business donations to complete the installation.

OUTCOMES and NEXT STEPS

The success of the impromptu large trucks test proved helpful in moving the project forward. As a direct result of the Anaconda Main Street Workshop and parklet demonstration, a different, but overlapping, group called the [Accelerate Anaconda Committee](#) obtained county approval and funding for a parklet to be placed where the pilot pop-up project occurred. The local job corps' welding program helped with the construction.

The Accelerate Anaconda Committee also secured nearly \$33,000 to develop a [downtown master plan](#) for Anaconda. Funding sources included community development block grants, the [Montana Department of Natural Resources & Conservation](#), the [Anaconda Community Foundation](#), the [Anaconda Local Development Corporation](#) and private community funders.

The assorted groups were also successful in petitioning the [Montana Department of Transportation \(MDT\)](#) to paint bike lanes west of town and sharrows (shared vehicle and bicycle lanes) east and through the downtown. As of early 2016, the groups have not secured pedestrian curb extensions from the MDT, but the Accelerate Anaconda Committee reports that it "will not stop working for them."

The temporary parklet was permanently installed in 2016.

OTHER SOLUTIONS

The following efforts would also be helpful to Anaconda:

- Increasing streetscape amenities
- Incorporating traffic calming devices (bulb-outs, island refuges and parklets)
- Increasing crosswalk functionality
- Establishing bike routes or access
- Increasing safety and connectivity between residences, downtown and recreational areas
- Encouraging new uses for vacant or demolished lots
- Building support from the MDT to execute streetscape amenities, since much of Anaconda's downtown is along an MDT right-of-way

LEARN MORE

Read the [Downtown Anaconda Master Plan](#)

Project: Pop-Up Parklet (Website Links)

Parklet: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-parklet.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Anaconda-Deer Lodge County: <https://adlc.us/>

Connie Ternes-Daniels, the county's chief executive officer: <https://adlc.us/departments/ceo/>

Montana Building Active Communities Initiative: <http://www.umt.edu/sell/cps/baci/>

Building Active Anaconda Team: <http://anacondadevelopment.org/events/building-active-anaconda-team-baat-citywide-sidewalk-cleanup-day/>

America Walks: <http://americawalks.org/>

repurpose a public parking space: http://mtstandard.com/news/local/walker-friendly-anaconda-explores-measure-to-make-city-more-vibrant/article_dd922d99-0914-501e-9950-3b655e0e1e42.html

Parklet: <http://www.aarp.org/livable-communities/livable-in-action/info-2015/how-to-create-a-parklet.html>

temporary parklet: http://mtstandard.com/news/local/walker-friendly-anaconda-explores-measure-to-make-city-more-vibrant/article_dd922d99-0914-501e-9950-3b655e0e1e42.html

curb extensions: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2015/13-short-range-livability-solutions.html>

Anaconda Main Street Workshop: <http://anacondadevelopment.org/events/anaconda-main-street-workshop/>

walk audit: <http://www.aarp.org/livable-communities/getting-around/info-2014/aarp-walk-audit-tool-kit.html>

Accelerate Anaconda Committee: <http://anacondadevelopment.org/events/accelerate-anaconda-2/>

a downtown master plan: <http://anacondadevelopment.org/downtown-master-plan/>

Montana Department of Natural Resources & Conservation: <http://dnrc.mt.gov/>

Anaconda Community Foundation: <http://www.anacondacommunityfoundation.org/>

Anaconda Local Development Corporation: <http://anacondadevelopment.org/>

Montana Department of Transportation (MDT): <http://www.mdt.mt.gov/>

sharrows: <http://www.aarp.org/livable-communities/getting-around/info-2016/bike-walk-alliance-2016-benchmark-report.html>

Downtown Anaconda Master Plan: <http://adlc.us/departments/planning/planning-documents/>

Planning a Pop-Up (Box):

Tool Kit Home Page: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-demonstration-tool-kit.html>

1. **Getting Started:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/getting-started-pop-up-demonstration-tool-kit.html>
2. **Engaging the Community and Making a Plan:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-engaging-the-community-making-plans.html>
3. **Organizing and Marketing the Project or Event:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-organizing-and-marketing.html>
4. **Building and Launching the Project or Event:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-build-and-launch.html>
5. **Next Steps and Maintaining the Momentum:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-momentum.html>

Success Stories

Parklet: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-parklet.html>

Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-plaza.html>

Streetscape: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-streetscape.html>

Protected Bike Lane: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-bike-lane.html>

Protected Intersection: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-intersection.html>

Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-road-diet-and-plaza.html>



AARP Pop-Up Demonstration Tool Kit

Project: Pop-Up Plaza

LOCATION: Roosevelt Park, Camden, New Jersey

by the [WALC Institute](#), [AARP Livable Communities](#)

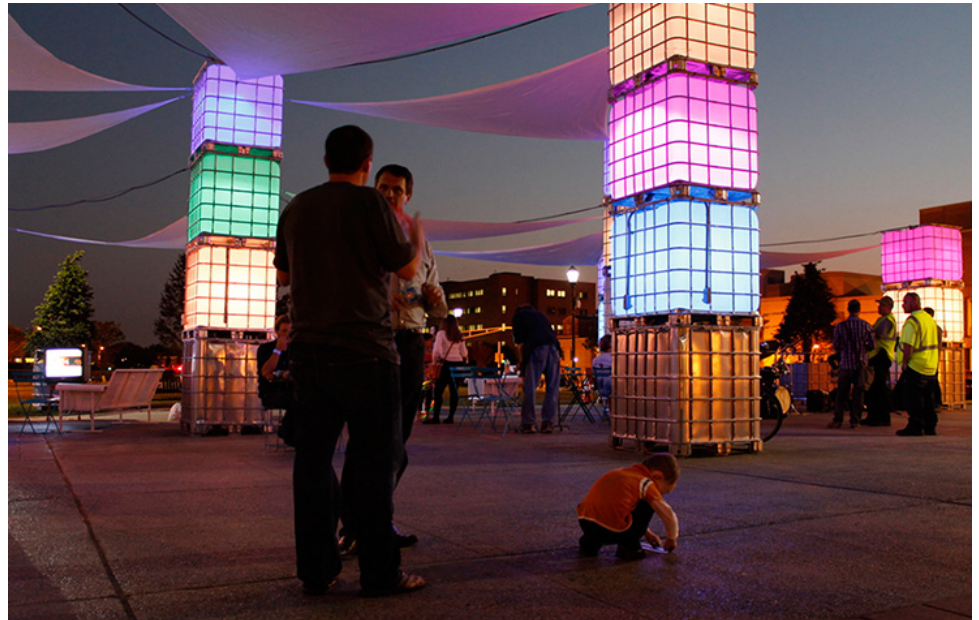
THE GOAL

To create an interactive, impactful and inviting area for residents of Camden, New Jersey

BACKSTORY

After years of serious decline, downtown [Camden](#) has been enjoying a resurgence because of a rise in private and public investment in the city.

Revitalization efforts have already resulted in a decrease in gun violence, the opening of the [first new supermarket in 50 years](#), more than five miles of new multiuse trails and the demolition of several hundred abandoned, inhabitable homes.



Colorful lighting makes the plaza inviting and usable at night. (Click on the photo to see more images.) — Photo courtesy Sikora Wells Appel | Group Melvin Design

[Roosevelt Plaza Park](#), which sits at the crossroads of existing and proposed developments, is the only large, public, centrally-located open space in the city's downtown. Each day some 27,000 people walk by the area, situated at the intersection of three major business corridors and the doorstep of City Hall.

THE PROJECT

Lacking any amenities, Roosevelt Park was being used more as a walk through area than a destination. The goal of the pop-up plaza project was to enliven the space through low-cost, high-impact, flexible placemaking strategies that would make the park appealing and guide the city's future park improvements.

TIMING

The park's initial pop-up demonstration ran from September to December 2014. An [expanded pop-up park demonstration](#) in 2015.

THE LOGISTICS

- The designs for the project emulated the 1930s New Deal era, so the group decided to look for items — such as outdoor seating, tables, umbrellas — that could be creatively repurposed.
- A major feature of the installation was an interactive light sculpture utilizing IBC totes (reconditioned plastic storage containers) as building blocks. The totes, which had been modified before being installed, were refurbished by several Camden businesses and can be used as planters, signage foundations and light towers.
- Movable furniture, a piano, a comments box, informational signage and free expression chalkboards were added to engage people and encourage feedback about the experimental space. (The feedback postcards that had been mounted on a central planter tote proved to be the best tool for obtaining feedback.)

THE COSTS and CREW

The park was funded by a grant from the [William Penn Foundation](#) and led by a multi-sector team formed by the [Cooper's Ferry Partnership](#), which initiated the project.

The redesign of the park was overseen by [Camden Redevelopment Agency](#), [Group Melvin Design](#), [Sikora Wells Appel](#) and the [Camden Special Services District](#). The CSSD staffed the pop-up during the week-long project. Ongoing funding for Roosevelt Plaza Park is made possible by the [New Jersey Economic Recovery Board](#).

OUTCOMES and NEXT STEPS

Over the course of five months the plaza team collected more than 500 hours in time-lapsed photography, more than 100 visitor surveys and feedback postcards and data confirming that 4,000 individuals had used the space at least once. The findings revealed the following to be winning features:

Engaging and interactive elements: Visitors to the plaza were able to enjoy and appreciate various decorative and useful items, from the interactive lighting to the piano that was available for anyone to play.

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The plaza sits in front of Camden's City Hall. (Click on the photo to see more images.) — Photo courtesy Sikora Wells Appel and Group Melvin Design

A sense of trust: Items that could be easily stolen or damaged remained unharmed and cared for. People in the area became proud of the space and felt a responsibility to take care of their park.

A comfortable place to be: A survey about the project found that people were especially appreciative of the plaza's new seating and shaded spaces.

Future improvements are slated to include:

- Expanding the available activities
- Rearranging the totes into a new creative structure
- Providing more lightweight, movable chairs
- Enhancing the sense of arrival at the 5th and Market Street entrance by adding welcoming signage for riders of PATCO (Camden's high-speed line train station)
- Additional interactive elements, such as a water feature, vendors, events programming or games
- More family-specific amenities, such as a playground, to attract more parents with young children to the space

OTHER SOLUTIONS

The plaza would benefit from a long-term build-out by:

- Improving the paths
- Investing in structural improvements
- Building a mature tree canopy
- Maintaining an open lawn space
- Integrating the plaza at the steps of City Hall with Roosevelt Plaza Park by removing barriers between the two spaces and creating a unified Plaza Park with diverse zones of uses

LEARN MORE

- Read the [Roosevelt Plaza Pop-Up Park Report](#)

Project: Pop-Up Plaza: (Website Links)

Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-plaza.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Camden: <http://www.ci.camden.nj.us/>

first new supermarket in 50 years: <http://www.nbcphiladelphia.com/news/local/Camden--279263282.html>

Roosevelt Plaza Park: <http://www.njpen.com/camden-citys-roosevelt-plaza-park-pops-up-bigger-for-year-two/>

initial pop-up demonstration: http://www.nj.com/camden/index.ssf/2014/09/new_pop-up_park_unveiled_in_camden_to_give_visitors_safe_public_space.html

expanded pop-up park demonstration: <http://www.njpen.com/camden-citys-roosevelt-plaza-park-pops-up-bigger-for-year-two/>

William Penn Foundation: <http://www.williampenfoundation.org/>

Cooper's Ferry Partnership: <http://coopersferry.com/>

Camden Redevelopment Agency: <http://camdenredevelopment.org/>

Group Melvin Design: <http://www.groupmelvindesign.com/>

Sikora Wells Appel: <http://www.sikora-wa.com/rpp-pop-up/>

Camden Special Services District: <http://www.livecamden.org/camden-today/downtown-waterfront/CSSD>

New Jersey Economic Recovery Board: http://www.njeda.com/public_information/erb

Roosevelt Plaza Pop-Up Park Report: https://issuu.com/wellsappel/docs/roosevelt_plaza_park_pop-up_report

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Streetscape: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-streetscape.html>

Protected Bike Lane: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-bike-lane.html>

Protected Intersection: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-intersection.html>

Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-road-diet-and-plaza.html>



AARP Pop-Up Demonstration Tool Kit

Project: Pop-Up Streetscape Revitalization

LOCATION: Broad Avenue, Memphis, Tennessee

by the [WALC Institute](#), [AARP Livable Communities](#)

THE GOAL

To demonstrate the potential of Broad Avenue as a destination-worthy arts district

BACKSTORY

Once a bustling commercial center, Broad Avenue had been turned into a divided highway that bisected — and thus disconnected — the Binghampton neighborhood’s residential and commercial areas. For decades, the district struggled with crime and blight. In 2006, Broad Avenue began to slowly emerge as an [arts district](#). To truly thrive, however, the area needed the boost of both emotional and financial investments.



Volunteers create a Broad Avenue bike lane. — Photo courtesy Livable Memphis

THE PROJECT

“[A New Face for an Old Broad](#)” was a temporary, three-block streetscape exhibition — populated by protected bike lanes, crosswalks, pedestrian refuge areas, pop-up shops, food vendors, and activities for visitors of all ages — in order to spur interest in the area and show what a new arts district could look like.

TIMING

The event ran for two days in November 2010. (See a video about the streetscape exhibition.)

Continued

THE LOGISTICS

[Livable Memphis](#), a nonprofit organization, teamed-up with the [Broad Avenue Arts District](#). Using a borrowed and adapted concept from the [Better Block Foundation](#), the groups gathered volunteers and persuaded business owners to open temporary shops and restaurants.

- Vacant storefronts were cleaned and painted
- People who dreamed of opening a business were permitted to occupy some of the vacant storefronts as demonstration businesses
- Opaque materials were removed from occupied storefronts to provide for friendlier and more inviting floor-to-ceiling windows
- Cafes were extended onto the sidewalks

In addition, the team redesigned the street-level public spaces to illustrate how better infrastructure can breathe life into a commercial district. By focusing on bicyclists and pedestrians instead of cars, the team:

- Re-striped the 60-foot-wide Broad Avenue, adding crosswalks and protected bike lanes
- Angled and positioned on-street parking as a protective barrier for bike lanes and to increase parking spaces
- Essentially instituted a “[road diet](#)” that required vehicles to slowly ease (rather than speed) through two lanes while people walked and bicycled nearby
- Turned a vacant parking lot into a skate park
- Enhanced street infrastructure by positioning street trees along the sidewalks and storefronts
- Created a “bump-out” to help slow traffic by placing large planters filled with 10-foot cedars next to vehicle traffic lanes
- Installed antique-style street lamps to provide better lighting ambience and security

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Continued

THE COSTS and CREW

The project received logistical and financial support from the [Hyde Family Foundations](#), the [Binghampton Development Corporation](#), the [Memphis Regional Design Center](#), the [City of Memphis](#) and the [Community Development Council of Greater Memphis/Livable Memphis](#).

OUTCOMES and NEXT STEPS

The event surpassed the organizers' expectations. Original goals targeted a turnout of 5,000 people; estimates are that 13,000 people attended the event.



Local artist and event volunteer Tom Clifton helped paint the event's pop-up bicycle lane. — Photo courtesy Livable Memphis

“At first we were concerned that the bicycling would take away from business, but we quickly saw it was helping business twofold,” said Pat Brown, business manager of [T. Clifton Art](#). “You did have people biking, but it also helped narrow the street and slow people down. All of a sudden, people were noticing businesses they hadn’t noticed before because they were speeding by at 45 miles an hour or more.”

Added David Wayne Brown, president of [Splash Creative](#), an advertising agency: “We demonstrated that inner-city, old neighborhoods can be revitalized. Everything doesn’t have to be suburbanized, where we tear down the trees and build something new.”

Since the demonstration project, [Broad Avenue and the Binghampton](#) neighborhood has seen more than \$25 million in investments, the opening of more than two dozen new businesses and more than 30 property renovations. The temporary streetscape remained after the demonstration project. A more complete and permanent version will replace it when the [Hampline](#) path is constructed.

Through the [Mayor’s Innovation Delivery Team \(now Innovate Memphis\)](#), a new program — [MEMFix](#) — was begun as a citywide cosponsored version of the “New Face for an Old Broad” Pop-Up Project.

OTHER SOLUTIONS

At least two, whimsically-designed MATA bus stops have opened in Binghampton and several interactive public art displays have been installed.

In addition, developer [Eric Goode](#) said the area’s “guerrilla-style revitalization” has prompted him to turn a 12,000-square-foot former warehouse on Broad Avenue into a retail and restaurant space.

LEARN MORE

- Read a Livable Memphis Recap of the “[New Face for an Old Broad](#)” Project

Pop-Up Road Diet and Plaza

Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-streetscape.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

arts district: <http://broadavearts.com/>

A New Face for an Old Broad: <http://www.memphisflyer.com/memphis/a-new-face-for-old-broad/Event?oid=2441764>

Livable Memphis: <http://www.livablememphis.org/>

Broad Avenue Arts District: <http://www.broadavearts.com/>

Better Block Foundation: <http://betterblock.org/>

road diet: <http://www.aarp.org/livable-communities/info-2014/road-diets-fact-sheet.html>

Hyde Family Foundations: <http://www.hydefoundation.org/>

Binghampton Development Corporation: <http://www.bdcmemphis.org/>

Memphis Regional Design Center: <http://www.midsouthgreenways.org/memberorganizations/memphis-regional-design-center/>

City of Memphis: <http://www.memphistn.gov/>

Community Development Council of Greater Memphis/Livable Memphis.: <http://www.livablememphis.org/>

T. Clifton Art.: <http://www.tcliftonart.com/#!/info/about-us>

Splash Creative: <http://splashcreativeink.com/>

Broad Avenue and the Binghampton: https://en.wikipedia.org/wiki/Binghampton,_Memphis

Hampline: <http://www.livablememphis.org/the-hampline>

Mayor's Innovation Delivery Team (now Innovate Memphis): <http://innovatememphis.com/>

MEMFix : <http://www.livablememphis.org/memfix>

Eric Goode: <https://www.memphisdailynews.com/Search/Search.aspx?redir=1&fn=Eric&In=Goode>

New Face for an Old Broad: <http://www.livablememphis.org/new-face-for-an-old-broad>

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- 5. Next Steps and Maintaining the Momentum:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-momentum.html>

Success Stories

Parklet: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-parklet.html>

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Protected Intersection: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-intersection.html>

Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-road-diet-and-plaza.html>



AARP Pop-Up Demonstration Tool Kit

Project: Pop-Up Protected Bike Lane

LOCATION: Telegraph Avenue, Oakland, California

by the [WALC Institute](#), [AARP Livable Communities](#)

THE GOAL

To enable morning commuters to experience what comfortable, safe bicycling in Oakland could be like

BACKSTORY

Although the Oakland region already has strong support for protected bicycle facilities, not everyone who bicycles had experienced using a protected bike lane. [Bike to Work Day](#) is part of the city's strategy to promote cycling as affordable transportation, to improve public health and to curb carbon emissions.



Trash can planters provide a barrier between vehicles and cyclists. — Photo by Dave Campbell, Bike East Bay

THE PROJECT

A one-block, Bike to Work Day demonstration of a parking-protected bike lane was put in place on the block of Telegraph Avenue between 27th Street and Sycamore, on the southbound side of Telegraph Avenue adjacent to the Telegraph Lofts Building.

TIMING

Bike to Work Day, May 8, 2014, was the city's 20th anniversary of hosting the annual event.

Continued

LOGISTICS

The project used chalk to draw on-street yield markings, plus one gallon of exterior green paint and a homemade bike stencil to mark the protected bike lane entrances. (Use of the paint was approved because the local business district was already planning to pressure-wash the street afterward.)

Media and many elected officials — including Oakland Mayor Jean Quan and City Council members Lynette McElhaney, Rebecca Kaplan and Dan Kalb — showed up on their bicycles to use the temporary protected bike lane, as did hundreds of bicycle-using commuters. Several members of the city's public works staff came by and checked out the demonstration as well.

COSTS and CREW

The demonstration project was staffed by close to 30 volunteers from organizations including [Bike East Bay](#), [Walk Oakland Bike Oakland](#), the [City of Berkeley](#) and the [Safe Transportation Research and Education Center](#) at the University of California, Berkeley.

OUTCOMES and NEXT STEPS

In response to initial objections to the event from a few businesses, organizers met with the manager or owner of each establishment to educate them about the event and encourage them to participate.

After the demonstration one restaurant owner said he was so inspired he'd be installing a bike rack in front of his business to attract bicycling customers.

The Oakland City Council has since approved Phase I of the [Telegraph Avenue Complete Streets Plan](#), which will extend bike lanes through to 41st Street.

In adjacent Berkeley, California, [the city updated its bicycle plan](#) to include connecting protected bike lanes from the Oakland city line through to Derby Street in Berkeley.

LEARN MORE

- [Oakland Celebrates a New Telegraph](#)
- [Bike East Bay's Telegraph Avenue Street Campaign](#)
- [Watch a video of the pop-up protected bike lane project](#)

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- [Road diet and plaza](#)



Oakland Mayor Jean Quan — Photo by Dave Campbell, Bike East Bay

Project: Pop-Up Protected Bike Lane

Protected Bike Lane: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-bike-lane.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Bike to Work Day: <http://www2.oaklandnet.com/government/o/PWA/o/EC/s/BicycleandPedestrianProgram/OAK024651>

Bike East Bay: <https://bikeeastbay.org/>

Walk Oakland Bike Oakland: <https://wobo.org/>

City of Berkeley: <http://www.ci.berkeley.ca.us/Home.aspx>

Safe Transportation Research and Education Center: <https://safetrec.berkeley.edu/>

Telegraph Avenue Complete Streets Plan: <http://www2.oaklandnet.com/government/o/PWA/o/EC/s/TelegraphAvenue/index.htm>

the city updated its bicycle plan: <http://www.dailycal.org/2016/09/01/city-berkeley-unveils-updates-bicycle-plan/>

Oakland Celebrates a New Telegraph: <https://bikeeastbay.org/news/oakland-celebrates-new-telegraph>

Bike East Bay's Telegraph Avenue Street Campaign: <https://bikeeastbay.org/campaigns/telegraph>

Watch a video of the pop-up protected bike lane project: <https://www.youtube.com/watch?v=R-lejTw8UTU&feature=youtu.be>

Planning a Pop-Up (Box):

Tool Kit Home Page: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-demonstration-tool-kit.html>

- 1. Getting Started:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/getting-started-pop-up-demonstration-tool-kit.html>
- 2. Engaging the Community and Making a Plan:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-engaging-the-community-making-plans.html>
- 3. Organizing and Marketing the Project or Event:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-organizing-and-marketing.html>
- 4. Building and Launching the Project or Event:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-tool-kit-build-and-launch.html>
- 5. Next Steps and Maintaining the Momentum:** <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-momentum.html>

Success Stories

Parklet: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-parklet.html>

Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-plaza.html>

Streetscape: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-streetscape.html>

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Protected Intersection: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-intersection.html>

Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-road-diet-and-plaza.html>



AARP Pop-Up Demonstration Tool Kit

Project: Pop-Up Protected Intersection

LOCATION: Lyndale Avenue, Minneapolis, Minnesota

by the [WALC Institute](#), [AARP Livable Communities](#)

THE GOAL

To create a bicycle lane that is protected from cars and pedestrians

BACKSTORY

Despite relatively high levels of bicycling and bicycle infrastructure throughout a city that has the reputation of being [one of the best cities for bicycling](#) in the U.S., Minneapolis had yet to install a single protected bike lane. A protected bike lane adds curbs, parked cars, landscaping and other physical barriers to protect bicyclists from moving traffic.



A temporary "protected intersection" at Open Streets MPLS in 2014. — Photo by Nick Falbo, Alta Planning+Design

THE PROJECT

Protected bike lanes make bicycling safer, except at the most dangerous places: intersections. The solution? The Protected Intersection.

Originally a Dutch concept, the protected intersection shortens the crossing distance for bicycle traffic, adds corner refuge islands between cars and people walking and bicycling, improves light signal phasing and gives bicyclists and pedestrians a head start when the light turns green. In addition, the design slows vehicles and puts right-turning drivers in a position where they can easily see a bicyclist or pedestrian crossing.

TIMING

In 2013, a pop-up protected bike lane event took place, led by a volunteer leadership team, and in 2014 the Minneapolis-based advocacy coalition [Bikeways for Everyone](#) conducted four one-day pop-up [protected intersection](#) projects — including one on Lyndale Avenue — as part of a city-sponsored [open streets program](#) where designated streets are opened to only pedestrians and bicyclists.

THE LOGISTICS

The street normally has four traffic lanes and parking. Reallocating two of the travel lanes provided room for creating a 10-foot cycle track on each side of the street, maintain on-street parking, and have room to maneuver around the corner refuge islands.

The Bikeways for Everyone team constructed 15 plywood planter boxes, which they laid out as corner refuge islands to separate people from motor vehicles in the intersection.

COSTS and CREW

Bikeways for Everyone, Open Streets MPLS/City of Minneapolis, the Minneapolis Bicycle Coalition, designer Nick Falbo of Alta Planning+Design were all involved in the demonstrations.

The materials cost about \$600 and the planters took three hours to assemble by 10 volunteers. The team rented a truck to haul the planters to the target locations. Local nurseries lent plants to the project for use on the demonstration days.

OUTCOMES and NEXT STEPS

Nick Falbo, who designed the [protected intersection demonstration](#), observed: “Children seemed to get it intuitively. They’d roll up through the intersection and just turn slightly to the left and sit in the protected area before crossing. I couldn’t imagine the same thing happening with more conventional designs.”

The city of Minneapolis has approved a plan to build [30 miles of protected bike lanes by 2020](#), and is considering protected intersections as well.

LEARN MORE

- [How protected intersections work](#)
- [Watch a video of bicylists using a protected intersection](#)

Planning a Pop-Up



AARP Livable Communities
Pop-Up Demonstration Tool Kit

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- [Protected intersection](#)
- [Road diet and plaza](#)

Pop-Up Protected Intersection: (Website Links)

Protected Intersection: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-protected-intersection.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

one of the best cities for bicycling: <http://www.ci.minneapolis.mn.us/bicycles/>

Bikeways for Everyone: <http://www.bikewaysforeveryone.org/>

protected intersection: <http://www.protectedintersection.com/>

open streets program: <http://www.aarp.org/livable-communities/getting-around/info-2015/how-to-organize-a-ciclovia-open-streets-event.html>

Bikeways for Everyone: <http://www.bikewaysforeveryone.org/>

Open Streets MPLS/City of Minneapolis: <http://www.openstreetsmpls.org/>

Minneapolis Bicycle Coalition: <http://www.mplsbike.org/>

designer Nick Falbo of Alta Planning+Design: <http://altaplanning.com/people/nick-falbo/>

protected intersection demonstration: <https://bikeportland.org/2014/06/19/portlanders-protected-intersection-concept-gets-first-street-demo-minneapolis-107534>

30 miles of protected bike lanes by 2020: <http://www.startribune.com/plan-for-30-miles-of-protected-bike-lanes-gets-mpls-council-approval/313297271/>

How protected intersections work: <http://www.protectedintersection.com/>

Watch a video of bicylists using a protected intersection: <http://altaplanning.com/projects/200-west-cycle-track-design-and-protected-intersection/>

Planning a Pop-Up (Box):

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Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-road-diet-and-plaza.html>



AARP Pop-Up Demonstration Tool Kit

Project: Pop-Up Road Diet and Plaza

LOCATION: Northwest 3rd Avenue, Portland, Oregon

by the [WALC Institute](#), [AARP Livable Communities](#)

THE GOAL

Turn a troubled and underutilized three-lane vehicle roadway into a vibrant but safe shopping, dining and entertainment destination.

BACKSTORY

The downtown [Old Town Chinatown](#) district of Portland, Oregon, is populated by bars, restaurants, offices and social services. The busy area, which is plagued by a street grid of roads that were built for mid 20th-century traffic, features overly wide, three-lane one-way streets that have become a setting for gangs, drug dealing, gun violence and prostitution.



Ping-pong tables set up on the plaza south of Burnside Street attracted lots of players, including Mayor Charlie Hales (in sunglasses, above left). — Photo by Greg Raisman

Seeking to attract more people and legal activities, the city began to promote Old Town Chinatown as an [entertainment district](#) and it closed three blocks of the area to traffic from 10 p.m. to 3 a.m., every Friday through Sunday. The closures, while successful in curbing the number of late-night crime incidents, received harsh criticism from [business owners](#) who disliked the construction zone vibe of the constant closures.

Frustrated by city officials saying it would take several years to even consider a major redesign of 3rd Avenue through Old Town, a coalition of 30 Old Town bars, restaurants and entertainment venues teamed up with the advocacy organization [Better Block PDX](#) to develop a district redesign plan.

THE PROJECT

Better Block PDX transformed the roadway into a single lane for autos. The lane was then bordered by wooden planters that helped define a protected bikeway, and opened up more than 1,000 square feet of new “pedestrianized” spaces for people to walk, socialize, eat and relax.

The new people-friendly spaces featured sidewalk cafes, a marked crosswalk and a huge, new public plaza in front of [Voodoo Doughnuts](#), a popular tourist destination. In the adjacent one-block-long

Ankeny Alley, cars were prohibited so people could sit outside several eating and drinking establishments.

The plaza space proved particularly popular during the demonstration since it was decorated with ping-pong tables, art activities and hay bales for temporary seating. A unique mix of people — residents, workers, tourists and the homeless — shared the space.

TIMING

The project was open for a three-day period in October 2014.

LOGISTICS

In order to ensure accessibility along the narrower Ankeny Alley roadway, the event organizers collaborated with the city's fire department, which successfully maneuvered a fire truck down the single vehicle lane.

COSTS and CREW

The 3rd Avenue Better Block project cost roughly \$8,000. The Better Block team raised funds for the materials, partnered with local businesses and property owners to secure meeting and storage space, and organized dozens of volunteers to construct the installation. The advocacy group also worked directly with the [Portland Bureau of Transportation](#) to approve the design and support the rollout of the project.

OUTCOMES and NEXT STEPS

The project highlights the economic case for people-oriented streets. Within a year of the demonstration project, the city invested roughly \$140,000 in the area by painting crosswalks where there had been none and by re-striping Northwest 3rd Avenue to remove an auto lane and add a double-buffered bike lane.

The city also installed its first “[creative crosswalk](#)” (at Northwest 3rd and Davis streets), featuring a pattern of raindrops and a large umbrella.

The [Portland Development Commission](#) provided an \$80,000 grant to the [Ankeny Alley Association](#) to develop a public plaza.

Discussions are happening about creating a Local Improvement District in which local businesses tax themselves to raise funds for implementing safety, livability and other projects.

LEARN MORE

- [The 3-Day, 3rd Avenue Complete Streets Project](#)

Planning a Pop-Up



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- [Road diet and plaza](#)



The temporary plaza was conveniently located in front of the famous Voodoo Doughnuts. — Photo by Greg Raisman

Pop-Up Road Diet and Plaza

Road Diet and Plaza: <http://www.aarp.org/livable-communities/tool-kits-resources/info-2016/pop-up-road-diet-and-plaza.html>

WALC Institute: <http://www.walklive.org/>

AARP Livable Communities: <http://www.aarp.org/livable-communities/>

Old Town Chinatown: <https://www.travelportland.com/collection/old-town-chinatown/>

entertainment district: http://www.oregonlive.com/portland/index.ssf/2013/10/old_town_entertainment_distric_2.html

business owners: http://www.oregonlive.com/portland/index.ssf/2013/08/old_town_entertainment_distric.html

Better Block PDX: <https://betterblockpdx.org/>

Voodoo Doughnuts: <http://voodoodoughnut.com/>

Ankeny Alley: <https://www.travelportland.com/article/old-towns-ankeny-alley-nightlife-district/>

Portland Bureau of Transportation: <https://www.portlandoregon.gov/transportation/>

creative crosswalk: <http://www.psfk.com/2015/06/portland-bureau-of-transportation-creative-crosswalks-old-town-portland.html>

Portland Development Commission: <http://www.pdc.us/welcome.aspx>

Ankeny Alley Association: <http://www.ankenyalleyassociation.org/>

The 3-Day, 3rd Avenue Complete Streets Project: <https://betterblockpdx.org/3rd-ave-in-old-town/>

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