

STREET MAKEOVER TOOLKIT



A STEP-BY-STEP GUIDE TO TACTICAL
URBANISM IN WINNIPEG

Created by #ReimagineElmwood, August 2020

About Us

#ReimagineElmwood

We are a grassroots group of Elmwood residents, businesses and community organizations who are working together to make moving about our neighbourhood safe, easy and enjoyable for all, regardless of age or ability.

Our goal is to improve transportation options and the public realm in Elmwood, using quick, inexpensive and temporary methods in order to:

- Get the community excited about possibilities;
- Discover which kinds of things are helpful, and which aren't;
- Build capacity in the neighbourhood to repeat, improve and expand on ideas!

You can find us online at ReimagineElmwood.org

The community partners of #ReimagineElmwood are:



Elmwood-EK
Active Living Center



With the valued support of Elmwood-East Kildonan Councillor Jason Schreyer.

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What is Tactical Urbanism?

At its core, it's simply a method of solving certain problems in a neighbourhood.

Maybe you've noticed that traffic travels too fast in your neighbourhood. Maybe your local businesses don't see enough foot traffic. Maybe seniors, youth or parents of small children find it difficult to cross a street. Maybe you'd just like to see a bit more life on your neighbourhood high street, to make it a place you'd like to linger. Maybe something else entirely.

In any case, you and your neighbours have identified something in your neighbourhood that could be improved upon, and you'd like to try out some ideas.

Here is where Tactical Urbanism can help.

Tactical Urbanism is an approach to neighbourhood building that uses low-cost, temporary changes to try out improvements to public space in a neighbourhood, often streets or sidewalks, with the goal of eventually leading to long-term, permanent change.

Tactical Urbanism is often a grassroots, neighbourhood-led initiative. Who knows your neighbourhood, and what it needs, better than the people who live and work there?

Tactical Urbanism is meant to be relatively inexpensive, quick to implement, and temporary. The goal is to quickly learn which kinds of permanent interventions might work, in a show-me-by-doing type of process.

Pro tip!

Tactical Urbanism is also called:

- *Pop-up Urbanism*
- *Guerilla Urbanism*
- *City Repair*
- *Planning-by-Doing*
- *Urban Acupuncture*
- *Urban Prototyping*
- *Pilot Projects*

We, the group of #RegimagineElmwood, built this guide to help inform future projects in our own neighbourhood of Elmwood, but also for any other neighbourhoods in Winnipeg who might be looking to improve their little corner of the city.

We hope you find this guide helpful in your quest to bring about positive change in your community.

We can't guarantee that everything (or anything!) in here will necessarily meet your needs, and not everything we have written will be of use to you, or may even still be current by the time you read this, so we humbly ask you to read this with kindness, use any information that is useful to you, and disregard anything that isn't. Hopefully, it's enough to act as a starting point for you to do your own research, and get started on your own project.

And of course, feel free to share this guide with anyone you think may benefit from it. That is, after all, the reason we wrote it.

Pop-Up Pilot How-To: Step 1

Engage the Neighbourhood

The ultimate objective of doing a pop-up pilot installation is to bring about needed positive change to an aspect of your neighbourhood's public space. Therefore, to be truly successful in the long-term, these projects need to be neighbourhood-led.

Ideally, the location you choose has already been identified by community members as troublesome through prior engagement efforts (neighbourhood plans, surveys, etc.). Or maybe it is a strategic change that needs to happen in order to meet other established neighbourhood goals.

Regardless, once the location is chosen, it is important to build a team of local stakeholders that can help bring the project to fruition. You will want as wide a representation from the neighbourhood as possible on the planning committee to ensure that various voices are heard, and of course, that you have enough hands to carry out all the tasks! Each stakeholder will have a different comfort level, and different capacity, to be involved. Be flexible and accept all help!

Examples of key stakeholders to contact include:

- Neighbourhood associations
- Local schools and churches
- Youth groups and seniors' groups
- Local non-profit organizations
- Business associations or BIZs
- Local leaders, residents and individual business owners.

And of course, don't forget to include your City Councillor.

Once you've got your team members ready, it's time to have your first planning meeting and make a plan!

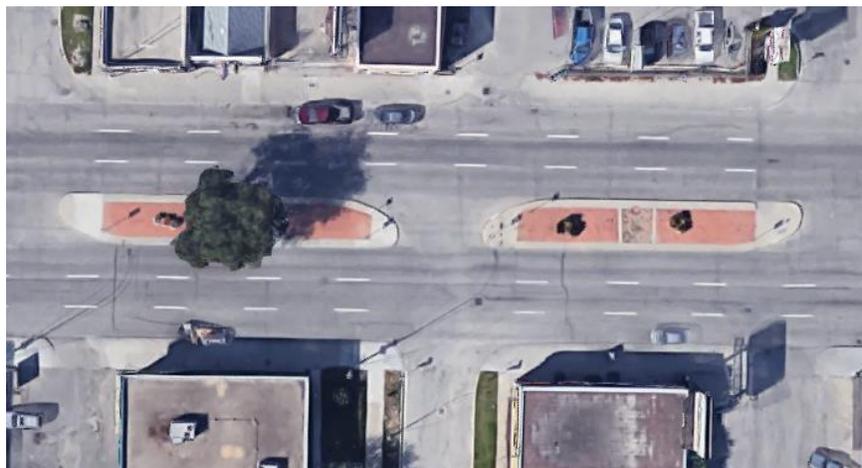
Pop-Up Pilot How-To: Step 2

Make a Plan

Over the course of the project, your planning team will meet several times to decide all of the following aspects:

- **Pick a Date** – The first task is to choose a date that is 60 to 90 days in the future for your pop-up trial. Less than that, and you may not have enough time to get everything done, but more than that, and you risk talking yourself out of doing it!
- **Make a Map** – After having taken the team for a physical walk-through of the area you wish to transform (for inspiration!), you will need to put your ideas on paper. This “concept map” will be a key part of your project going forward. The visual will help everyone on the team to better understand the project, in addition to getting the wider neighbourhood excited about what is to come. You’ll also need it for permits!

If you have access to a drone camera, by all means, do a fly-over and take aerial shots of the area you will be transforming. If you don’t, a simple screen capture from Google Maps can serve as your “before” image.



Computer design software can be used to add your desired elements to the base map. If you don’t have that kind of software (or skills) on the team, do your best

with what you have. You'd be surprised what you can do with MS Word, or you can even just print out your map and draw on it by hand!

Every site will be unique, and every neighbourhood's needs will be different, so there is no "formula" for what types of elements to include. Your neighbourhood knows best! But here are a few ideas to get you started:

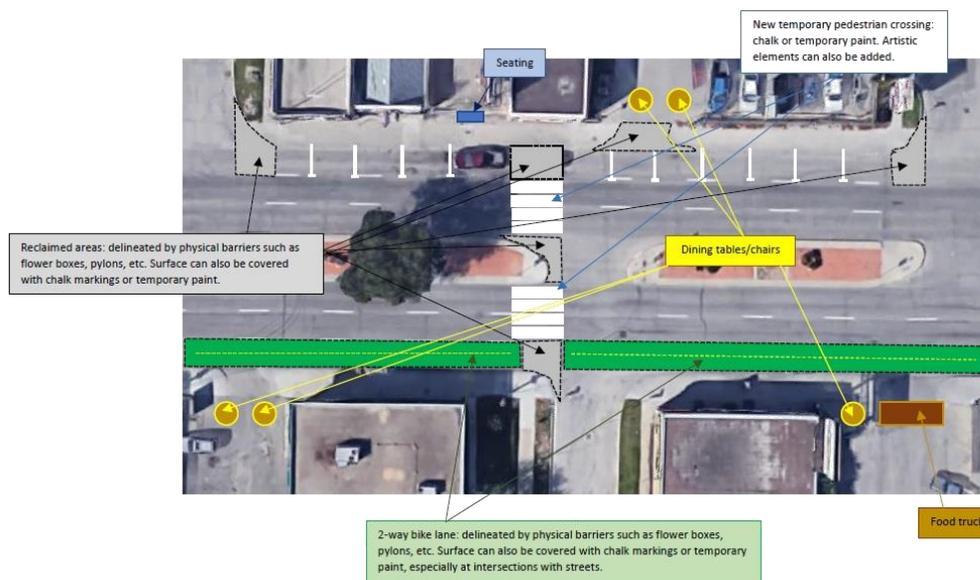
- Temporary crosswalk
- Bike lane
- Traffic calming elements like chicanes or speed bumps
- Curb extensions
- Dedicated parking
- Benches, and other public seating
- Café tables and chairs
- Planters
- Trees
- Wayfinding signage
- Activities
- Mini parklets
- Food trucks
- Pop-up shops, or "sidewalk sales" at existing shops

Pro tip!

Successful "places" tend to have at least these 3 items:

- *plenty of seating*
- *things to eat/drink*
- *activities/things to do*

Make sure to include all three in your design if they don't already exist there!



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- **Build a Budget** – How much you spend will depend on a lot of factors, including how large your project is, the level of in-kind contributions the project partners are able to contribute, how extensive the traffic control signage needs to be, etc.

Below is a sample budget of some of the key costs to get you started:

Printing, posters, etc.	\$ 150
Materials (temporary paint, duct tape, etc.)	\$ 275
Insurance	\$ 150
Use of Street Permit	\$ 125 (2020 price \$112+GST)
Traffic Control Signage	\$ 1,500 (varies)
TOTAL BUDGET	\$ 2,200

- **Identify Key Tasks** – Here too, a lot will depend on what your specific design looks like.

Below is a sample list to start thinking about the types of tasks that may need to be carried out:

- Media relations/interviews
- Volunteer scheduling/coordinating
- Physical setup
- Photos/social media
- Survey taking
- Traffic and mode counts
- Speed measuring
- Noise level measuring
- Tear down/clean-up

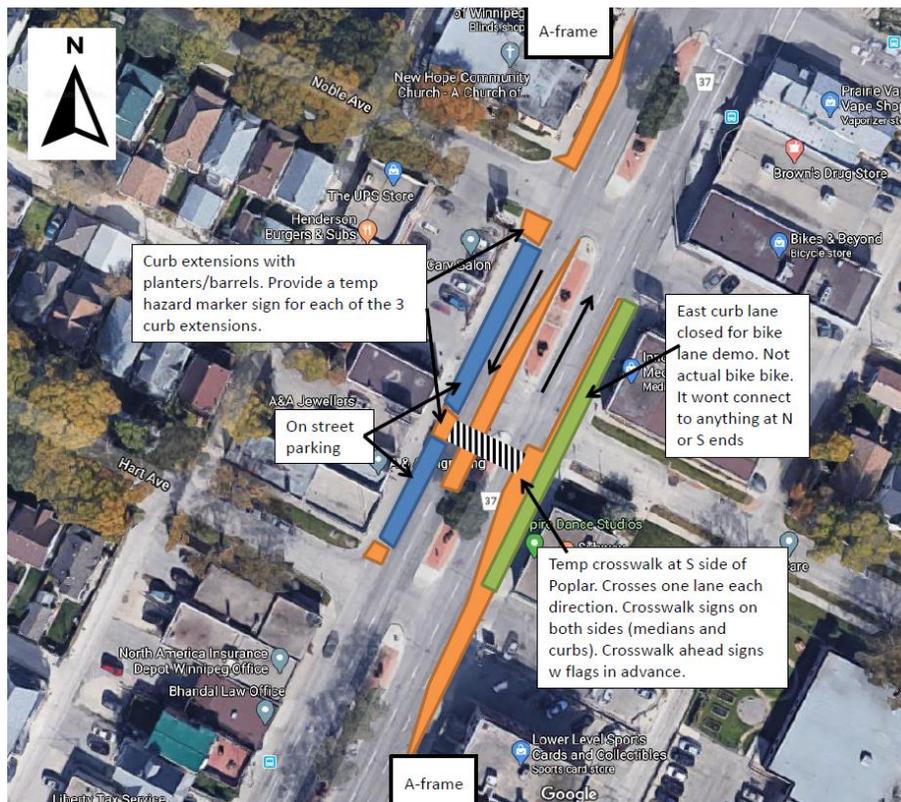
Pop-Up Pilot How-To: Step 3

Get Permits

Use of Street Permit

As soon as possible in your process, once your concept map is ready, you should apply for a Use of Street Permit. This is the permit that will kick off the entire process with the City. Once you submit your application for this permit, you will likely be contacted by several different City departments. Be ready to answer questions about your project, and to provide your concept map. The Transportation Division may have concerns about certain design elements – if so, work with them to come up with alternatives that still meet your project goals. Once this portion is confirmed, Traffic Services will be able to verify the cost of the Traffic Control Signage, which can vary immensely depending on the project, from a few hundred dollars to several thousand.

For reference, the signage and pylons for traffic control required in the project shown below was quoted at \$1,500.



The City requires 3 days minimum to process, and up to 2 weeks for complex projects, but given that community-led tactical urbanism projects are still quite new for the City, it would be best to apply at least 30 to 45 days in advance, in order to have enough time to work through any kinks that might come up.

You can apply for the Use of Street permit online, using the City of Winnipeg’s form, linked here:

<https://docs.google.com/forms/d/e/1FAIpQLScvxAmagQUioXidjCHMwASds89zggV2OHejk8ycbiX5X-3ewg/viewform>

IMPORTANT: The City of Winnipeg does not yet have an established process for obtaining a Use of Street permit for a pop-up tactical urbanism trial such as this. When filling out the above form, select “closed for Street Construction/Maintenance work” as the Reason for Closure. In the field requesting a description of the project, include the phrase “Community Tactical Urbanism Pilot”.

If you have any questions about Use of Street permits, you can contact the City by email at PWD-UOS-Permits@winnipeg.ca or by phone at 204-986-6006.

Noise Permit

If you plan on having any amplified sound (PA or music), you will also need a noise permit from the Winnipeg Police Service, which you can obtain at no cost. You can do so by filling out this form, at least 4 weeks in advance:

https://www.winnipeg.ca/police/PDFs/about_the_service/P-628_Noise_Permit_App.pdf

You should email the completed form to WPS-SpecialEvents@winnipeg.ca or fax it to 204-986-6077.

Insurance

In order to obtain your Use of Street permit, you will be required to demonstrate that you have sufficient insurance. If your organization already has a Commercial General Liability policy (CGL), you should be able to obtain a Certificate of Insurance at no additional charge by contacting your insurance broker.

Ask your broker for a Certificate of Insurance with evidence of the following insurance coverage:

- Commercial General Liability insurance (CGL) with a minimum limit of \$2 Million, inclusive
- The City of Winnipeg added as an Additional Insured
- Evidence of Cross Liability
- Minimum 15 days notice of cancellation clause

If your organization does not have existing CGL insurance, you may choose to buy a one-time policy through a broker, or you may enquire about coming on to the City's insurance rider. This is something they do for block parties, but given that tactical urbanism projects are new to the City of Winnipeg, it hasn't been confirmed that they do in fact allow this. If so, the fee for this is usually around \$150, with a \$2,500 deductible to be borne by the applicant if there is an incident/insurance claim.

Entandem License

If the reason for your noise permit is that you will be playing amplified music (whether live or recorded), you will also need an Entandem license.

Recorded music will require a license under Tariff 5G, which costs \$16.28 per day.

Live music would be under either Tariff 4A1 or Tariff 10A, which costs approximately \$35.

Formerly SOCAN (for live music) and Re:Sound (for recorded music), these licenses are now available through Entandem by contacting license@entandemlicensing.com or phoning 1-866-944-6223. More information is available on their website at <https://www.entandemlicensing.com>.

Pop-Up Pilot How-To: Step 4

Gather Materials

Most of the materials you will need will be self-evident from your concept map. For example, you may have chosen to include:

- Benches
- Café tables and chairs
- Potted plants
- Trees (can be Christmas trees!)
- Jumbo chess/checkers
- Shade canopies
- Etc.

Try to borrow as many of these as you can from your project partners and volunteers. Make sure to put a small piece of masking tape underneath, marking to whom each item needs to be returned at the end of the day.

If you are planning on marking the street or sidewalk surface, you may need:

- Duct tape – available in multiple colours, the most useful will be white and yellow. You can use duct tape to outline crosswalks, curb extensions, art installations, or as a centre line for bi-directional bike lanes. The tape is quite resistant to traffic (just don't get it wet!).

COST: Rolls cost approximately \$5 per 18.2m, but if you can get larger rolls (54.9m or more), you should.



- Temporary paint – a mixture of water, corn starch and food colouring, this paint will wash away with water, including rain. Can withstand foot and bike traffic as well as light vehicular traffic, but will disappear within hours when exposed to heavy vehicular traffic.

COST: Corn starch is about \$2 per 454g (1 lb). Can be bought in 1 lb boxes at any grocery store, or in 10 lb boxes at Wholesale Club. Food colouring is \$5 per 500 mL at Wholesale Club.



- Sidewalk chalk – a quick and easy way to mark sidewalks and curb extensions for wayfinding or artwork. Will hold up to foot traffic, but not recommended for street space exposed to vehicular traffic.

Other items you may need:

- Push brooms (for cleaning pavement)
- Buckets and metal spoons (for mixing paint)
- Paint rollers & broomsticks and/or weed sprayer (for applying paint)
- Garbage cans
- Recycling bins
- Drinking water
- Paper surveys, clipboards, pens (or pencils if during winter – ink freezes!)
- Hand sanitizer, non-medical face masks
- Hi-visibility vests, flags
- Lighting, if at night or in the evening

Pop-Up Pilot How-To: Step 5

Advertise

You'll want to make sure your event is well-attended. To do that, you need to get the word out! Here are a few ways to do that:

- Website/Facebook page – if you have the skills/resources within your planning group, put up a website and/or a Facebook page with information about your project, including the date and, of course, your concept map. Don't forget to include a way to contact you, as this can be an important source of new avid volunteers!
- Posters – they're old-school, but they still work. Put up posters around your neighbourhood in the weeks leading up to the event. Make sure to include your website address or Facebook page on it.
- Email lists – your project partners may each have their own email list. Prepare a write-up for each partner to include in their newsletter.
- Social media – share your plans on Twitter and Facebook. Link to your website or Facebook page.
- Press release – the week prior to your event, send out a press release to local media.
- Word-of-mouth – make sure to talk up the event with your neighbours, friends and family every chance you get.
- Invite elected officials – your Councillor is already involved (right?), but don't forget to invite your MP, your MLA, your school trustee.
- Anything else you can think of – really, this is your event, your neighbourhood. You know it best.

Pop-Up Pilot How-To: Step 6

Build It!

SETUP

On build day, set aside 2 to 3 hours for setup, depending on the complexity of your project and the number of volunteers you have available.

The installation of most items on your concept map will be obvious (benches, flowers, trees, etc.), but below are a few notes about pavement markings.

Duct Tape

You'll need to use a push broom to clear the area first, or your tape won't stick properly. After, lay the tape out carefully, then press down to smooth it out. At the end of the day, simply pull it off.

Temporary Paint

You'll need to use a push broom to clear the area first, or the paint will not adhere to the surface properly.

Use 1 L (4 cups) of water for each 454 g (1 lb) of cornstarch, along with 15 mL (1 Tbsp) of food colouring. You can vary the amount of food colouring according to the colour you are trying to achieve (for white paint, simply leave out the food colouring). This amount paint should cover about 4 to 5 m² (50 ft²) of area.



Mix your ingredients in a large bucket, using a big metal spoon, keeping to only a few pounds per batch. More than that, and it will be difficult to stir (and heavy to move).

The paint will look mostly translucent when it first goes on, don't panic. It will gain a more vibrant colour as it dries.

To apply the paint, there are two options. The preferred option is to apply using a weed sprayer, if you have one. It applies the paint quickly and evenly.



Failing that, you can simply loosely pour it around the area, then spread it out evenly with paint rollers.



Pro tip!

Don't get paint on your duct tape. That will make it unstuck from the pavement.

DURING THE DAY

You will need to document and collect data. That means photos, surveys, traffic counts and more. This is covered in more detail in the next section (Step 7).

Don't forget to take care of your volunteers, they are working hard! Make sure to have water and snacks on hand, and plan for seating, tables and shelter/shade for them. Sun changes throughout the day, so be prepared to move or shift positions.

TEAR-DOWN

Tear-down and cleanup take much less time than setup, set aside 1 or 2 hours at most.

The duct tape will pull right off. The temporary paint can be quickly brushed with a push broom to loosen it, and a few hours of traffic (or rain) will take care of the rest.

Alternatively, it can be washed off with a hose.

Pop-Up Pilot How-To: Step 7

Measure Everything

If you don't want your project to become a one-time event that fades from memory shortly after it happens, if you want it to become a stepping stone to further trials and eventually to permanent change, you'll need to collect data – and lots of it.

Which data, specifically, you collect will depend on the ultimate goals of your project. And some data, you may need to collect not only on the day of your event, but also in the weeks leading up to, or following your event.

Below is a non-exhaustive list of the types of data you may wish to collect:

- **Surveys** – it is very important to take surveys of attendees the day of your event in order to gauge what they like about the changes you've implemented, what they don't, and what else they'd like to see. Your survey should remain short, no more than 4 minutes (less than 10 questions). You can use an online survey tool such as SurveyMonkey to create your survey, but you should also create paper copies so people have a choice.
- **Traffic counts** – counting cars can be a useful metric depending on your project goals. If you decide to do traffic counts, you should also do some counts in the weeks leading up to your event so you have something to compare to. Traffic tubes are an effective tool for these types of counts.
- **Mode share counts** – in addition to cars, you can count pedestrians, cyclists, strollers, wheelchairs, skateboards and more. For this too, you should do some



Pro tip!

The CounterPoint app is an easy way to do mode share and traffic counts. The app is available on Android and iOS and you can download your data to Excel when you're done.

counts in the weeks leading up to your event so you have something to compare to.

- **Noise levels** – if you have access to a decibel meter, you may also be interested in measuring ambient noise levels. Again, you should take some measurements at several times in the weeks before your event so you have a basis for comparison.
- **Photos & videos** – document everything with photos and videos, including during setup and tear-down. You'll be glad you did.

Pop-Up Pilot How-To: Step 8

Analyze, Debrief and Iterate

Now that your event is over, it's time for the most important step of all. Since you've collected all that data, you need to do something with it.

You'll want to compile your data and your survey results and host a debrief meeting with your planning team. Go over the results together and determine what worked, what didn't, what can be learned, and what can be improved and built on.

Depending on your goals, you may even want to write a recap report so you can more easily share the results with your wider community, City administration, and/or your elected officials.

It's important to remember that not every aspect of a project will be a success. Indeed, sometimes an entire project will fail, or at least, not yield the results you were expecting. That's OK. Tactical Urbanism is meant to be a low-cost, low-risk way to try out new things. And not all new things can be successful. When it isn't, learn from it, be glad the changes you tried were cheap and temporary, and move on.

At the very least, you may have inspired the next project in your neighbourhood, or in your City.

But ideally, you will now have the tools you need to build on small successes, to convince the powers that be to conduct a longer pilot project based on the results of this one, and eventually, even make the changes permanent.

Good luck!

Useful Resources

In planning our very first event through trial and error, and later in building this guide, we found the following resources very helpful. We include them here in the hopes that you will find as much insight in them as we did.

Community-led Demonstration Project Policy + Guide

City of Burlington, Vermont

<https://www.burlingtonvt.gov/sites/default/files/CommunityLedDemonstrationProjectPolicyGuide2018.pdf>

KCMO Neighborhood Open Streets How-To Guide

City of Kansas City MO Public Works, Better Block Foundation & SPIN

https://9a270e0f-c7cd-4b82-b5e3-0e94a2987dcd.filesusr.com/ugd/256d25_77bbb75fe9be4eee9686a396285ce786.pdf

The Pop-Up Placemaking Toolkit

American Association of Retired Persons (AARP) & Team Better Block

<https://www.aarp.org/content/dam/aarp/livable-communities/tool-kits-resources/2019/pop-up-tool-kit/Pop-Up-Placemaking-Tool-Kit-112110w.pdf>

Tactical Urbanist's Guide to Materials and Design

The Street Plans Collaborative

https://issuu.com/streetplanscollaborative/docs/tu-guide_to_materials_and_design_v1

Walk Audit Toolkit

American Association of Retired Persons (AARP)

<https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2016/Walk-Audit-Tool-Kit/AARP-Walk-Audit-Tool-Kit-100416.pdf>

Rapid Placemaking to Bring Back Main Street: A Pandemic Recovery Toolkit for Local Communities

Happy City & Canadian Urban Institute

https://static1.squarespace.com/static/5eaa1b48c001020e903b2589/t/5f3b377d7b401a594309408c/1597716369165/BBMS+FINAL+REPORT_Final_Final_Final_Final+RS.pdf

Tactical Urbanism Toolkit: A Guide to Demonstration and Interim Projects Focused on Active Transportation and Placemaking

TransLink TravelSmart & Urban Systems

[https://www.translink.ca/-/media/Documents/rider_guide/travelsmart/Tactical Urbanism Toolkit.pdf](https://www.translink.ca/-/media/Documents/rider_guide/travelsmart/Tactical_Urbanism_Toolkit.pdf)