

# Stakeholder Engagement Strategies for Successful Urban Projects

Chris Pangilinan, P.E.

TRB Webinar: Multimodality in Major Cities: Urban Success Stories

September 16, 2015

# Outline

## Presentation Outline

- Who are the key public stakeholders?
- Why are they important to engage?
- Engagement strategies – SFMTA case study
- Conclusion

# Who are the key public stakeholders?

## City Leaders

- Set local policies for agencies to implement
- May be unaware of implementation details
- Control the funding levers
- They are first to hear from supporters and the opposition



# Who are the key public stakeholders?

## Neighborhood Leadership

- The gate keepers
- Act as liaison between city leaders and individuals
- Can form core support or opposition
- Examples: Community Boards, Merchant Groups

# Who are the key public stakeholders?

## Sustainability Advocacy Groups

- Broad support for sustainable policies
- If excited, can form support group



**Walk San Francisco**  
San Francisco's Pedestrian Advocacy Organization



SAN FRANCISCO  
**TRANSIT RIDERS UNION**  
Current and future riders united to achieve an excellent, affordable, and growing public transit system.

# Who are the key public stakeholders?

## Individual Residents

- 6 word dagger “I never heard of this project”
- Potential to become part of opposition or support
- Impossible to know their needs without consulting

# Who are the key public stakeholders?

## Individual Residents

- Primary beneficiaries need to be excited
- Their comments count heavily with city leaders
- Will they vote for funding?



# Case Study – Potrero Avenue Streetscape

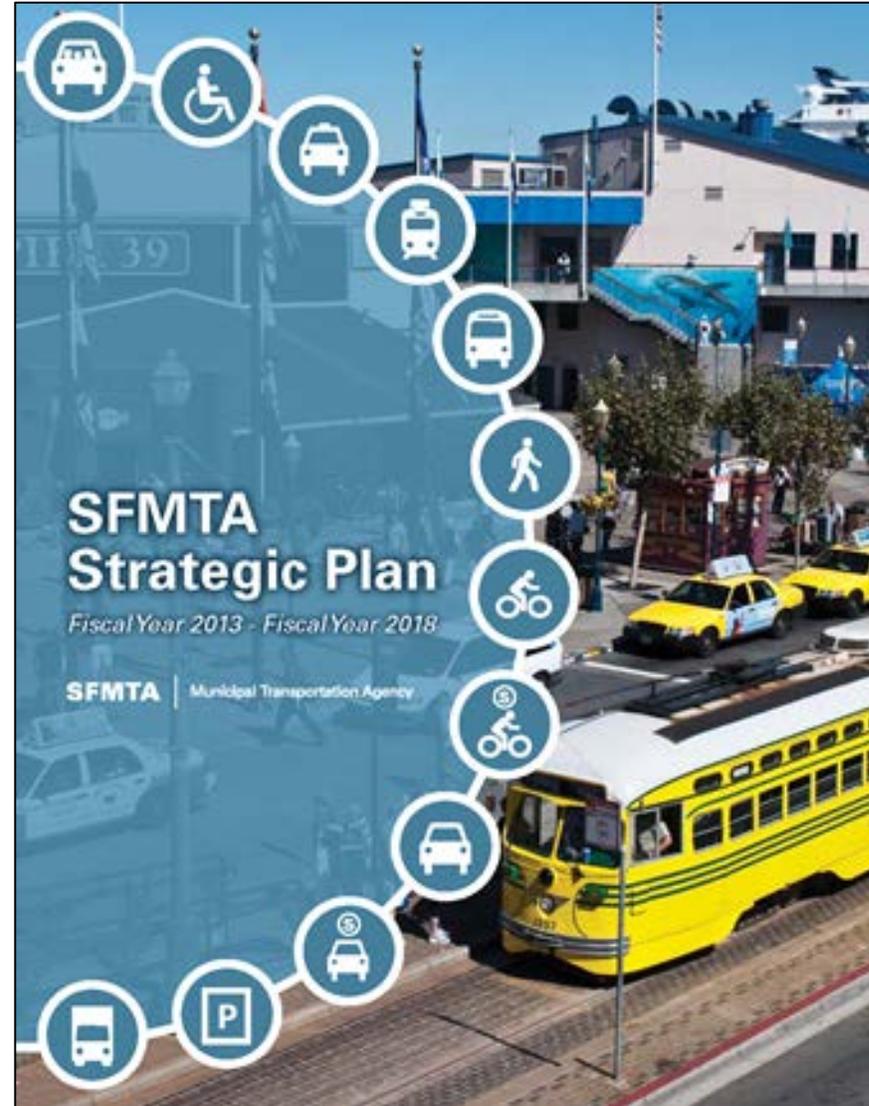


# Project Overview



# Project's Role in Strategic Plan

- 1. Create a safer transportation experience for everyone***
- 2. Make transit, walking, bicycling, taxi, ridesharing and carsharing the most attractive and preferred means of travel***
- 3. Improve the environment and quality of life in San Francisco***



# City Leaders Engagement

## City Leaders

### Concerns

- Very concerned about parking removal uproar
- Balancing a potential future benefit against immediate pain

### Engagement

- Briefing book
- Regular meetings with aides
- Special meetings with county supervisors

# Neighborhood Leaders Engagement

## Neighborhood Leaders

### Concerns

- Pedestrian and bicyclist safety
- Parking loss
- Small business freight



# Neighborhood Leaders Engagement

## Neighborhood Leaders

### Engagement

- Spoke at regular meetings – discussed tradeoffs, city goals
- Maintained open communications with staff
- Addressed concerns immediately
- Kept them informed when change was not possible

# Advocacy Group Engagement

## Advocacy Groups

### Concerns

- Not aggressive enough
- Too much compromise

### Engagement

- Special meetings – discuss tradeoffs and possibilities
- Share data – let them in on how we arrived at our conclusions

# Advocacy Group Engagement

## WHAT DO WE WANT ON OUR STREET?

The project could remove up to



impacting as many as



\* assuming parking spaces turn over at a rate of four per day

For comparison, about

**3,000**

people per day start or end their ride on Muni at a stop on Potrero Avenue



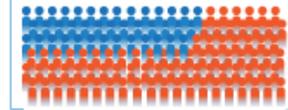
These people live or work in the area, are visiting the hospital or patronizing local businesses



## SAVING MUNI CUSTOMERS' TIME

**12,000**

passengers ride Muni on Potrero Avenue each day



of which,

**4,000**

passengers ride the entire length of Potrero Avenue during the peak period

When completed, the project would save each person **3** minutes per round-trip



This adds up to over

**13**

hours saved per year for each person



Each commuter would save about a half day of travel time, which would add more than

**\$440,000**

to the local economy every year in recovered time\*

\*using \$16.03/hr as the value of time (\$16.03 is half the average Bay Area wage)  
Source: 2013 MTC data

## IMPROVING THE QUALITY OF MUNI SERVICE

On average, the 9 and 9L have **21** buses during the morning commute and **20** buses during the evening commute which are **standing room only**.



After the project is completed, buses will experience **fewer delays** and will run **more frequently**

resulting in **more reliable service**, **shorter wait times** and **less crowding**



## WALKING POTRERO, CROSSING MANY CULTURES



The project focuses on widening sidewalks in front of General Hospital to at least 14 feet, making Potrero a more walkable street

Artwork and designs representative of the community could be integrated into the sidewalks and crosswalks



## POTRERO STREETScape IMPROVEMENTS POTENTIAL BENEFITS

# Individual Engagement

## Individuals

### Concerns

- Safety
- Parking loss
- Transit speed and reliability
- Neighborhood aesthetics

# Individual Engagement

## Individuals

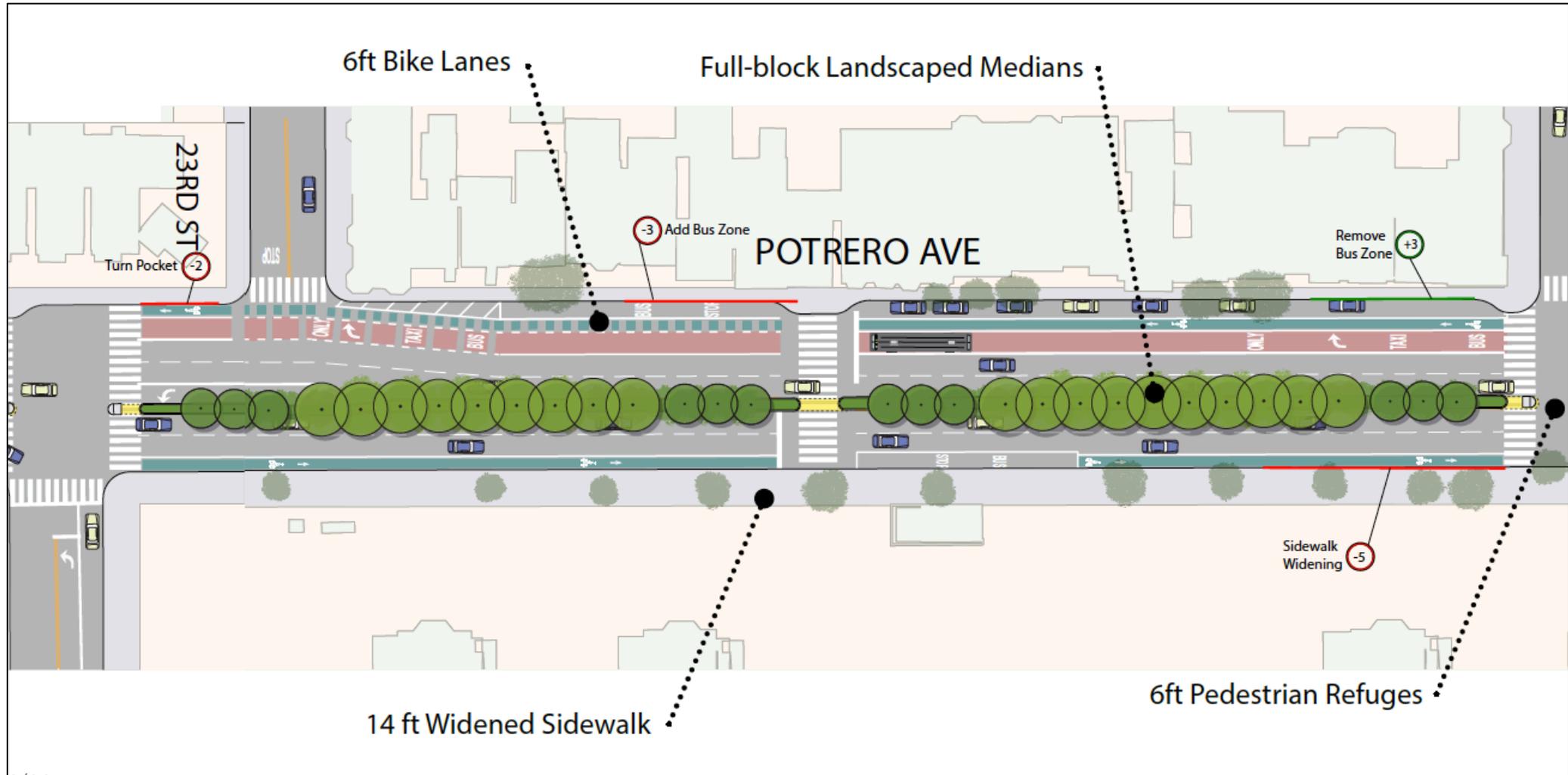
### Engagement

- Open house vs. community meeting vs. workshop
- Alternative input – social media, web
- Answer ALL emails and phone calls
- Be specific with benefits and tradeoffs
- Minimize fear of change with visual communications

# Individual Engagement



# Visual Communications



# Individual Engagement

## PARKING ELIMINATION BEING PLANNED ON POTRERO AVENUE

Did you know that 100 parking spaces could be eliminated in our neighborhood?

Yes, the City is planning to create wider sidewalks by eliminating 100 parking spaces on Potrero Avenue from 22th to 25<sup>th</sup> on Potrero Avenue.

If you need parking like many of us do in our neighborhood, please call or send an email to:

Christopher A. Pangilinan, P.E.

Associate Transportation Engineer

Sustainable Streets – Transit Engineering

SFMTA

1 South Van Ness Avenue, Seventh Floor

San Francisco, CA 94103

[chris.pangilinan@sfmta.com](mailto:chris.pangilinan@sfmta.com)

415-701-4578

415-701-4343 Fax

And Say YES to keep all of our current parking spaces.

NO to wider sidewalks!

Thank you

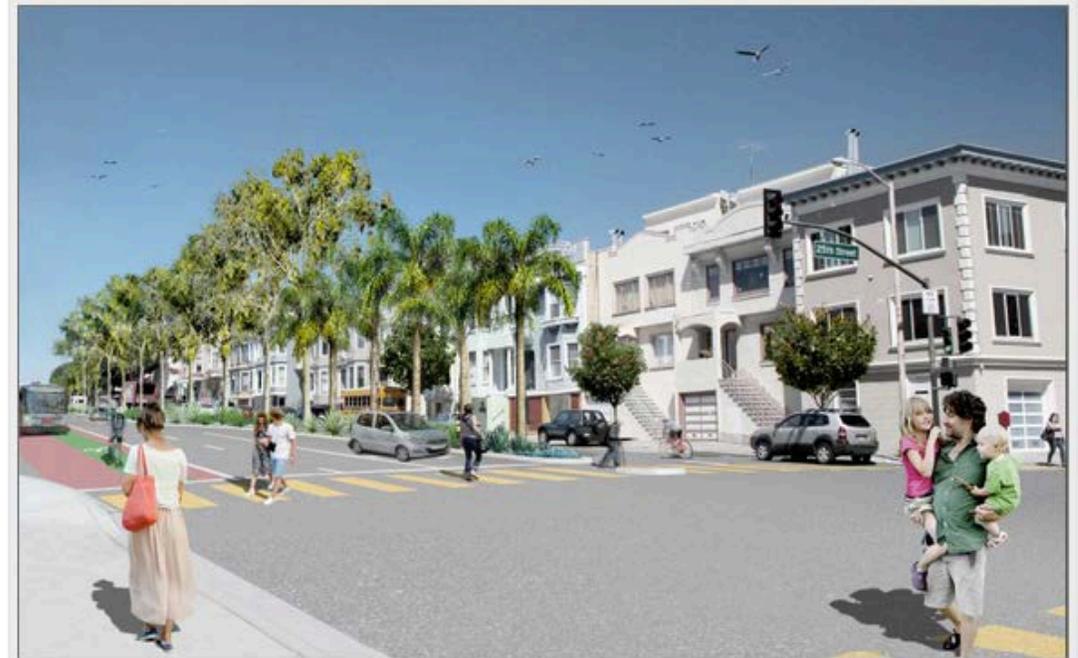
9/16/2015

Tuesday, October 29, 2013

46 Comments

## Parking-Obsessed Extremists Threaten Plan for Safer Walking on Potrero

by Aaron Bialick



DPW's rendering of one design option for Potrero Avenue.

**Update:** A [petition in support of wider sidewalks](#) on Potrero has been created.

In what may be a new low for selfish opposition to street safety measures, flyers and a petition full of misinformation are being circulated against [wider sidewalks on Potrero Avenue](#). Believe it or not, this one's not a [joke](#), and the city may water down its pedestrian safety plan in response.

"Say YES to keep all of our current parking spaces. NO to wider sidewalks!" reads a [flyer](#) posted on and around Potrero depicting the

PARKING ELIMINATION BEING PLANNED ON POTRERO AVENUE

# Individual Engagement

## PETITION STATEMENT

We STRONGLY oppose the removal of ANY parking spaces on Potrero Avenue. This is one of the oldest city neighborhoods, not just a transit route.

There are currently 131 signatures. NEW goal - We need 200 signatures!



## PETITION BACKGROUND

Potrero is our neighborhood and the removal of 53 spaces will seriously impact 53 households, hundreds of residents who will not be able to park near home.

Parking is already difficult enough in this area, I wish that SFMTA would focus on improving MUNI response times and fleet size, instead of pursuing these unpopular boondoggles. Thank you. 

## PETITION STATEMENT

Move forward with public safety improvements on Potrero Avenue, including widening sidewalks and adding bulb-outs to make crossing the street safer.

There are currently 123 signatures. NEW goal - We need 200 signatures!



## PETITION BACKGROUND

San Francisco citizens have taken part in years of planning for how to improve safety for all street users as our city grows. Wider sidewalks and bulbouts make walking more pleasant and crossing the street safer, especially for seniors and people with disabilities. Preservation of city-subsidized free parking shouldn't take precedence over pedestrian safety and a more walkable city. Details of plan for a better Potrero Avenue available at <http://sfdpw.org/index.aspx?page=1673>.

★ 123. **Karinne Thornblom** from san francisco, CA signed this petition on Dec 28, 2013.

YES to making it safer, easier, and more pleasant to walk and enjoy life on Potrero Avenue! 

# Conclusions

## Engagement Outcomes

- Project merits first and foremost
- Get supporters excited
- Let opposition attack project tradeoffs, not the process
- **Strong project and process for decision makers**

Thank You!

Chris Pangilinan, P.E.

Principal Transportation Planner

New York City Transit

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@cap\_transport

# Vision Zero Year Two

New York City

Department of Transportation

Rob Viola, Senior Project Manager,  
Office of Research, Implementation & Safety

# A City Ready for Vision Zero

- 2013 Election
- In the first 19 days of 2014, 17 people lost their lives in motor-vehicle related crashes (11 pedestrians)
- Mayoral Leadership
- Victims' Families



# What is Vision Zero in NYC

- Led by City Hall
- Prominent
- Multi-Agency
- Funded
- Comprehensive
  - Engineering
  - Enforcement
  - Education
  - Policy



# Vision Zero Year One Timeline

2014 ▶

JANUARY 15

Mayor de Blasio  
Launches  
Interagency  
Working Group  
to develop  
comprehensive  
roadmap for  
safer streets.



FEBRUARY 18

Mayor de Blasio  
launches the Vision  
Zero Action Plan.



APRIL 8

The first of many  
Vision Zero  
Pedestrian Safety  
Workshops across  
the five boroughs.



JUNE 23

Mayor de Blasio  
signs into law 11  
new life-saving  
traffic safety bills.





FOR A SAFER NYC  
SPEED  
LIMIT 25



2015 ▶



SEPTEMBER 2

Mayor de Blasio and Senate Co-Leader Klein announce expansion of speed enforcement cameras near schools.

SEPTEMBER 18

TLC honors 295 drivers with Safety Honor Roll.



OCTOBER 27

Mayor de Blasio signs new law lowering New York City's default speed limit to 25 MPH.

NOVEMBER 7

Vision Zero View Data Map goes live on the Vision Zero website.



# Vision Zero: Year 1 Accomplishments

- 25 MPH: A Lower Speed Limit for a Safer City
- A New Dialogue Around Street Safety
- Safer Streets by Design
- Cracking Down on Dangerous Driving
- Educating for Safer Street Use and Celebrating Safer Driving
- Leading by Example with a Safer Fleet
- Tracking Vision Zero Progress



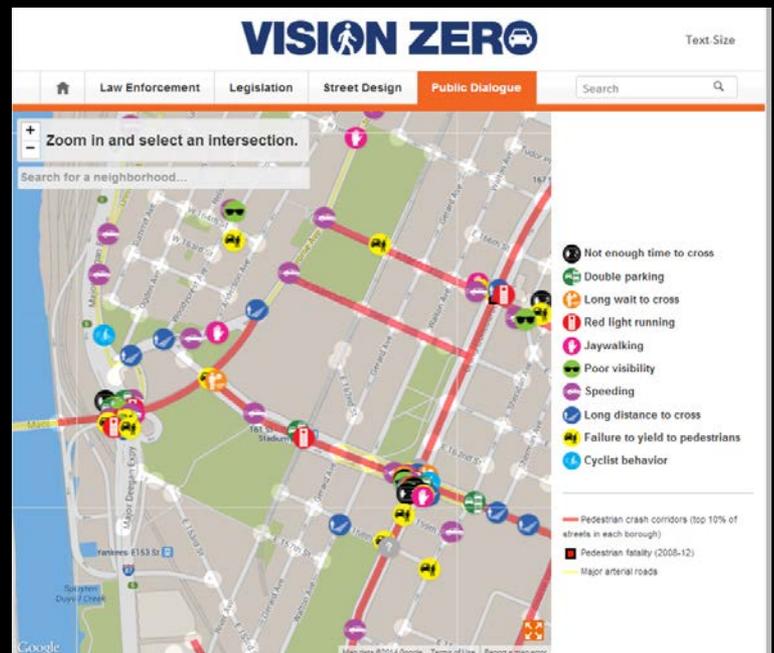
# 25 MPH: A Lower Speed Limit for a Safer City

- Required change to state law
- Went into effect November 2014
- Default lowered from 30 to 25 MPH
- Pedestrians struck at 25 MPH are half as likely to die as those struck at 30 MPH
- 84% of non-drivers approve
- 76% of drivers approve



# A New Dialogue Around Street Safety

- 28 Vision Zero town halls and public workshops
- Interactive Vision Zero Public Input Map
  - 10,000 comments
- Shaped the Borough Pedestrian Safety Action Plans
- Will inform project development for years to come



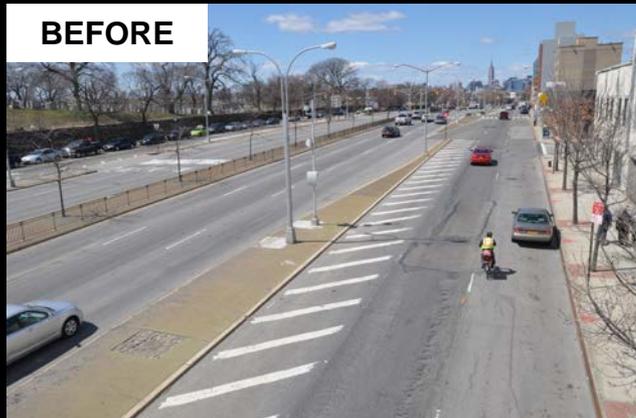
# Safer Streets by Design

- Redesigned more than 50 intersections and corridors
  - Better organized traffic
  - Sidewalk extensions
  - Road diets
  - Improved crosswalks
  - Expanded pedestrian space
  - Expansion of the bike network
- Arterial Slow Zones: 27 corridors retimed for slower speeds overnight
- Over 400 speed humps installed



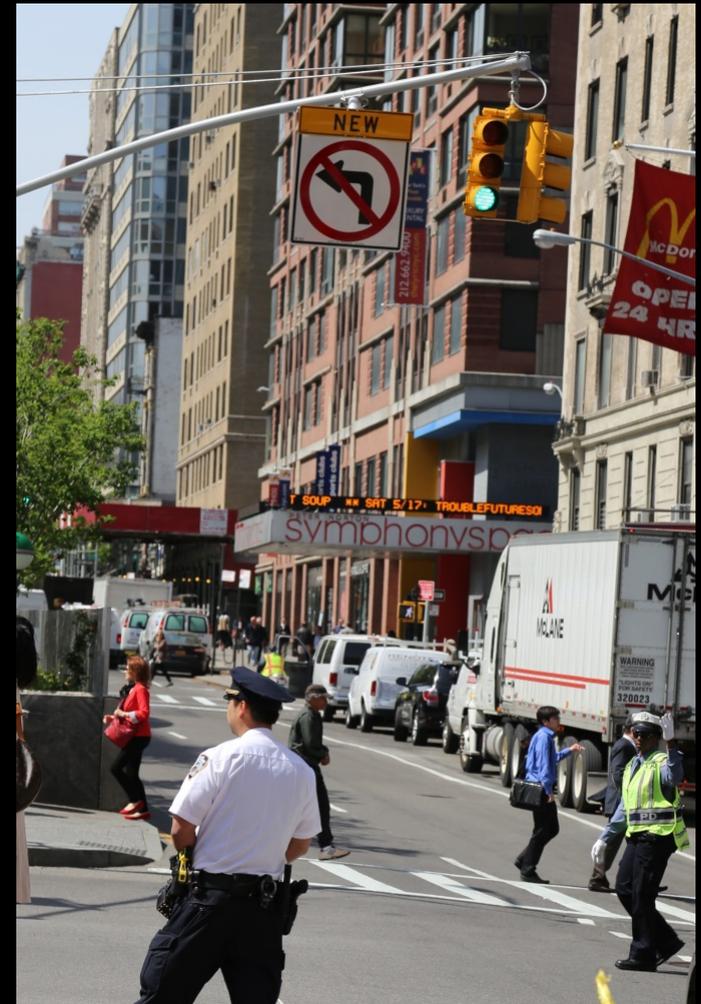
# Vision Zero Great Streets

- Initiative of de Blasio administration to invest \$250 million in safe streets on four corridors



# Cracking Down on Dangerous Driving

- NYPD focus on most dangerous violations
  - Failure to Yield
  - Speeding
  - Improper Turn
  - Disregard of Traffic Control
- Speeding summons up 42%
- Failure to Yield up 125%
- Increased speed cameras at school zones to 140
- Taxi and Limousine Commission launched “Safety Squad”



# Educating for Safer Street Use and Celebrating Safer Driving



He wasn't in a hurry.  
The driver was.

Slow down. Your choices matter.

VISION ZERO NEW YORK CITY DOT NYC.gov/VisionZero

DO NOT CROSS

The billboard features a graphic of a hand with a bloody wound, pointing towards the text. The background is a dark, moody landscape. The text is in white and purple. Logos for Vision Zero, New York City DOT, and NYC.gov/VisionZero are visible. A red and white striped caution tape graphic with the text 'DO NOT CROSS' is partially visible on the right side.

**OUTFRONT**

**CONEX**

# Educating for Safer Street Use and Celebrating Safer Driving

- “Your Choices Matter” public information campaign
  - TV, Outdoor, Online
  - Targeted to most at-risk populations
  - Multi-lingual
- Increased safety education at schools and senior centers
- Vision Zero street teams deployed in all five boroughs (NYPD & NYCDOT)
- Expanded curriculum for taxi driver training
- Safest taxi driver in NYC – Frederick Amofo, driven 200,000 miles without a crash or a summons or breaking “rules of the road”





# Leading by Example with a Safer Fleet

- Dept of Citywide Administrative Services piloting truck side guards
- Installing CANceivers in entire city fleet (25,000 vehicles), monitoring in real time:
  - Speed
  - Hard braking
  - Hard Acceleration
  - Turning patterns
  - Location





# Vision Zero by the Numbers

50

Citywide Public Events

226

LIDAR Guns Purchased

620

Schools Received  
Street Safety Education

400

Speed Bumps Installed

25

New Default Speed Limit

113

Speed Boards Deployed

120

Additional Speed Cameras Authorized

57

Safety Projects at Intersections  
and Corridors

15,306

CANceivers Installed

27

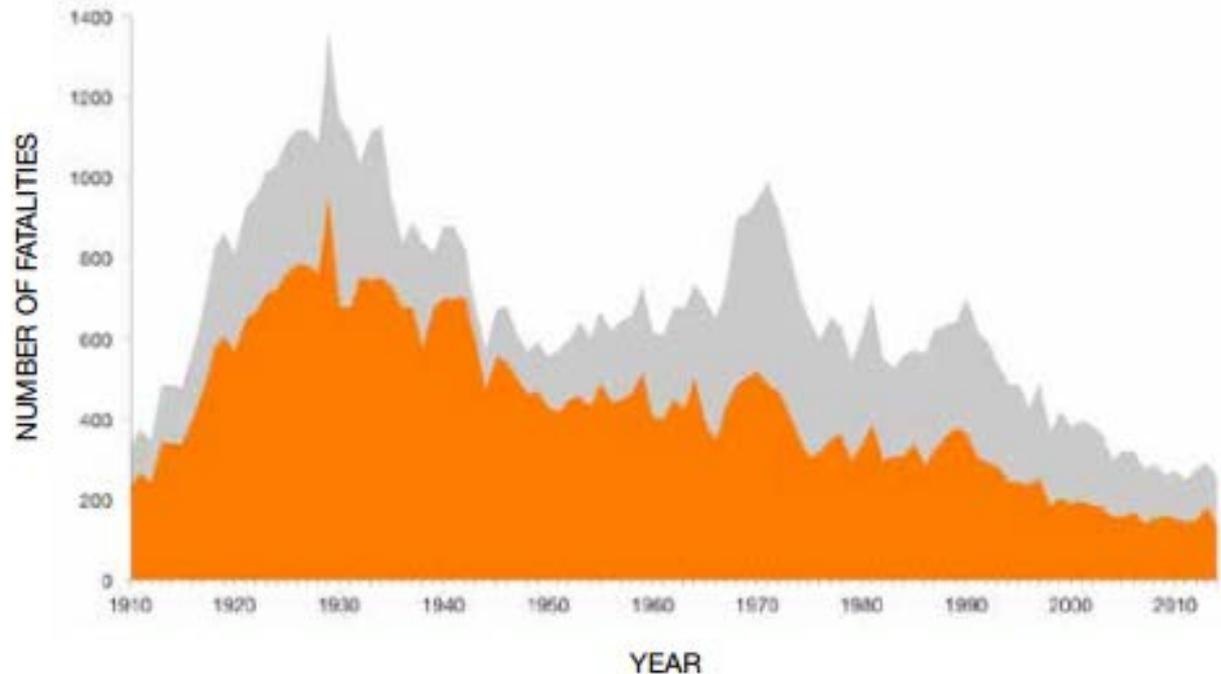
Arterial Slow Zones Created

# Vision Zero by the Numbers

## Pedestrian Fatalities

2014 was the safest year for pedestrians in New York City's history and one of the safest years for all New Yorkers since record keeping began in 1910.

- Total Fatalities
- Pedestrian Fatalities

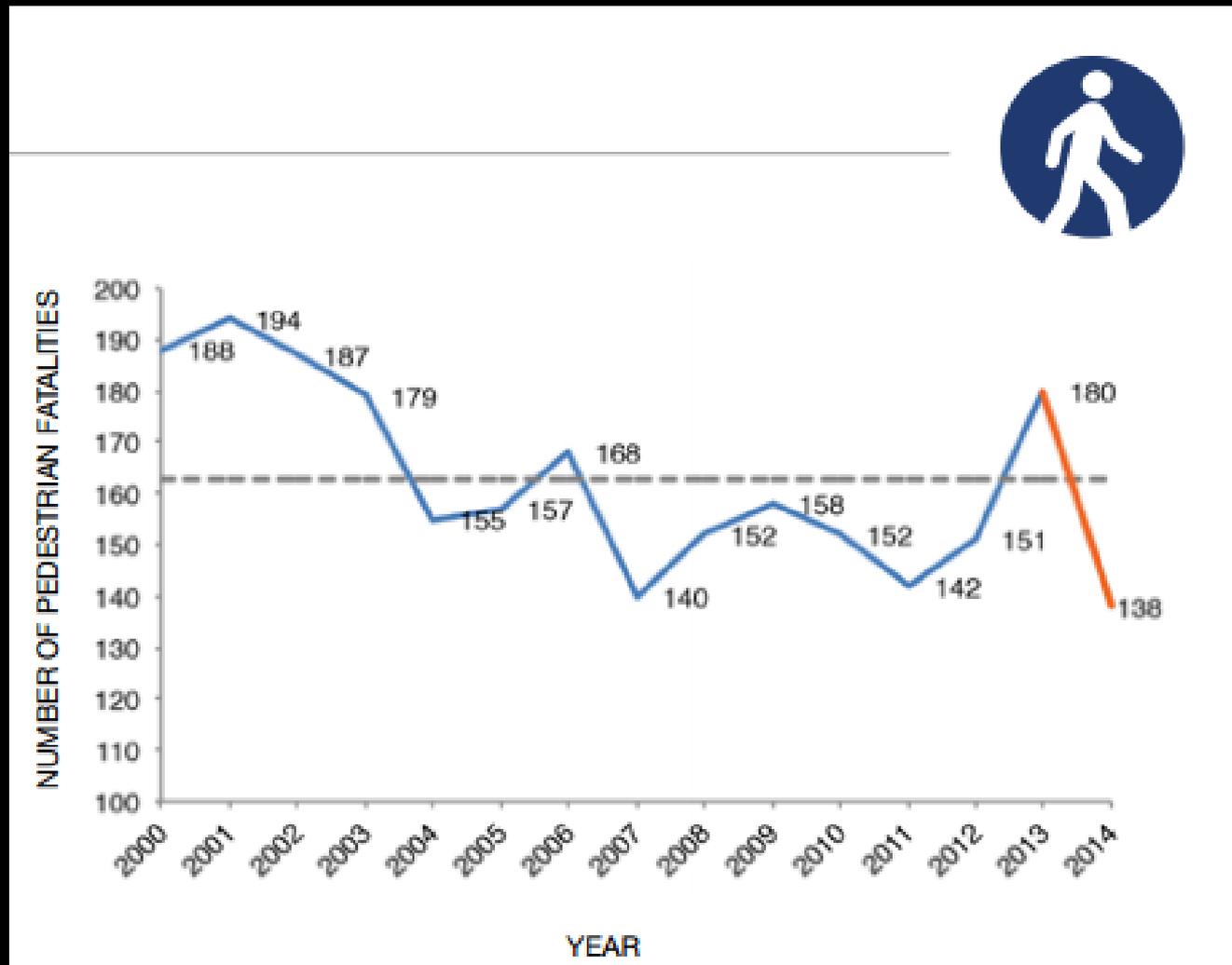


Source: NYC DOT & NYPD

2014

- Total Fatalities = 257
- Pedestrian Fatalities = 139
- Fatalities per 100,000 population
  - NYC = 3.1
  - USA = 10.3 (2013)

# Vision Zero by the Numbers



Source: NYC DOT & NYPD

# Vision Zero Year Two

New York City

Department of Transportation

Rob Viola, Senior Project Manager,  
Office of Research, Implementation & Safety

# GREENbike

## *Salt Lake City's Bike Share Program*



TRB Webinar: Multimodality in Major Cities - Urban Success Stories, 9/16/15  
Colin Quinn-Hurst, Salt Lake City Transportation Division

# Presentation outline

1. Current status
2. Development process
3. Role of city government
4. Challenges and keys to success

# Program Status

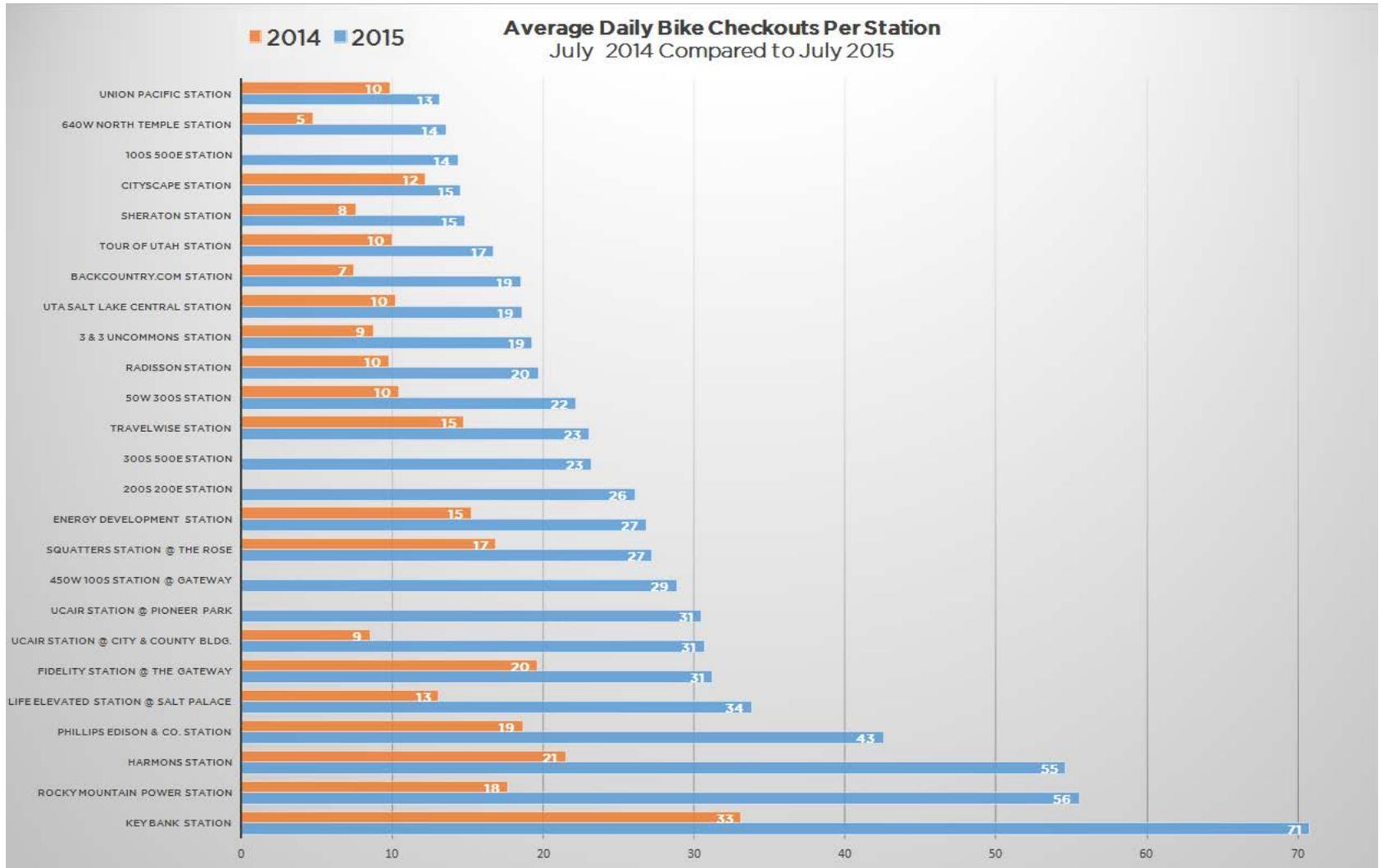
## **Busiest week:**

210 bikes took 52,000 trips in 7 days

Every bike was used 4 times per day

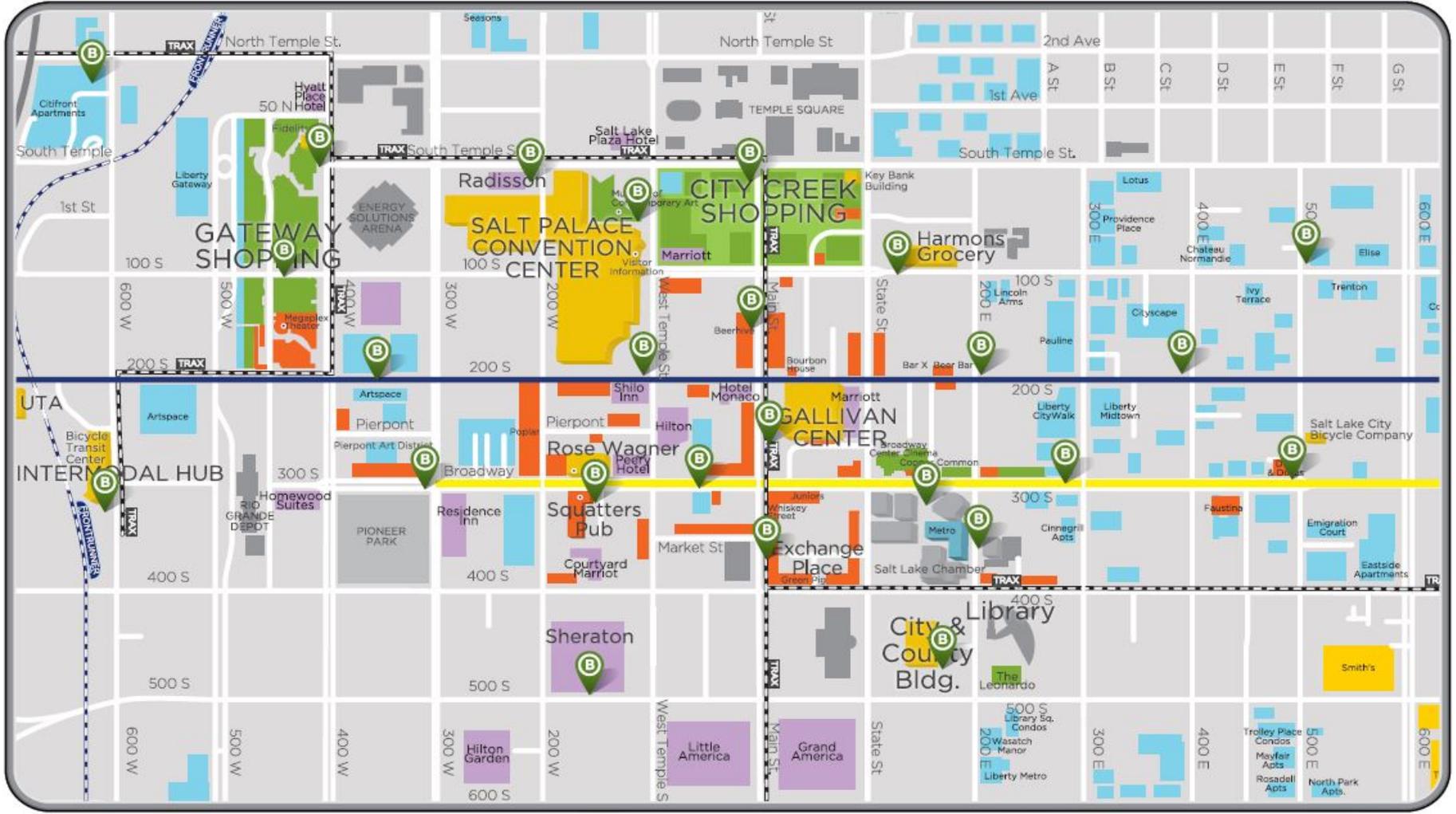


# Program Status





# BIKE SHARE STATION MAP



# Development



Mayor Ralph Becker

# Development



TRANSPORTATION DIVISION

# Development



DOWNTOWN ALLIANCE

# Development



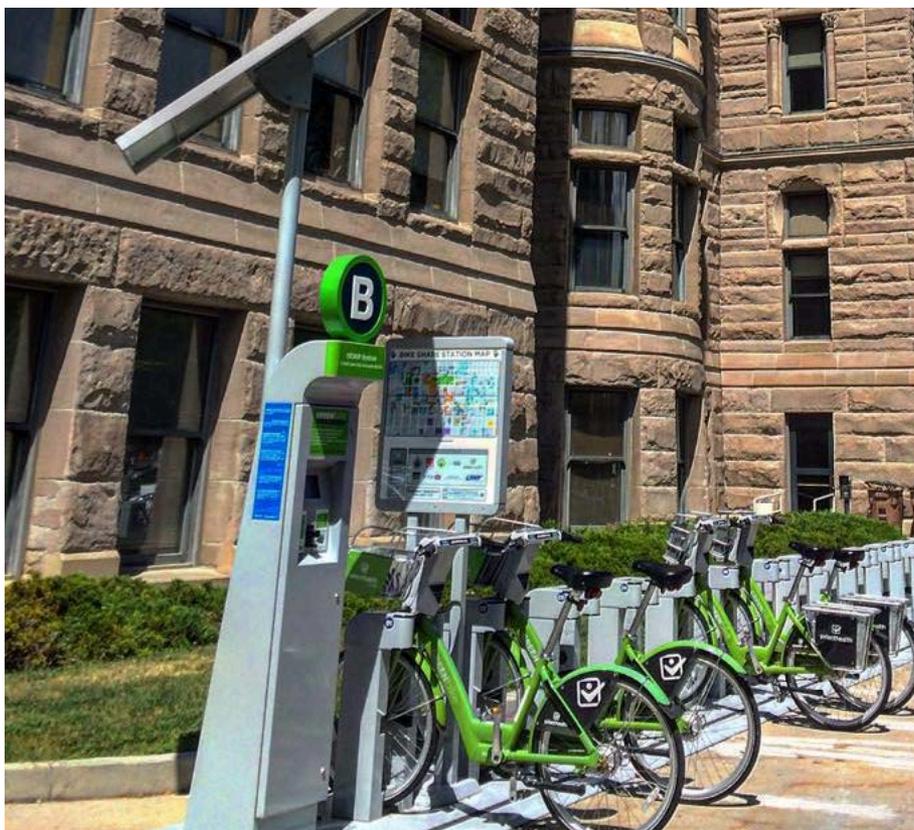
SLC Bike Share – Non-profit organization

# Development



PRIVATE SPONSORSHIPS

# CITY ROLE



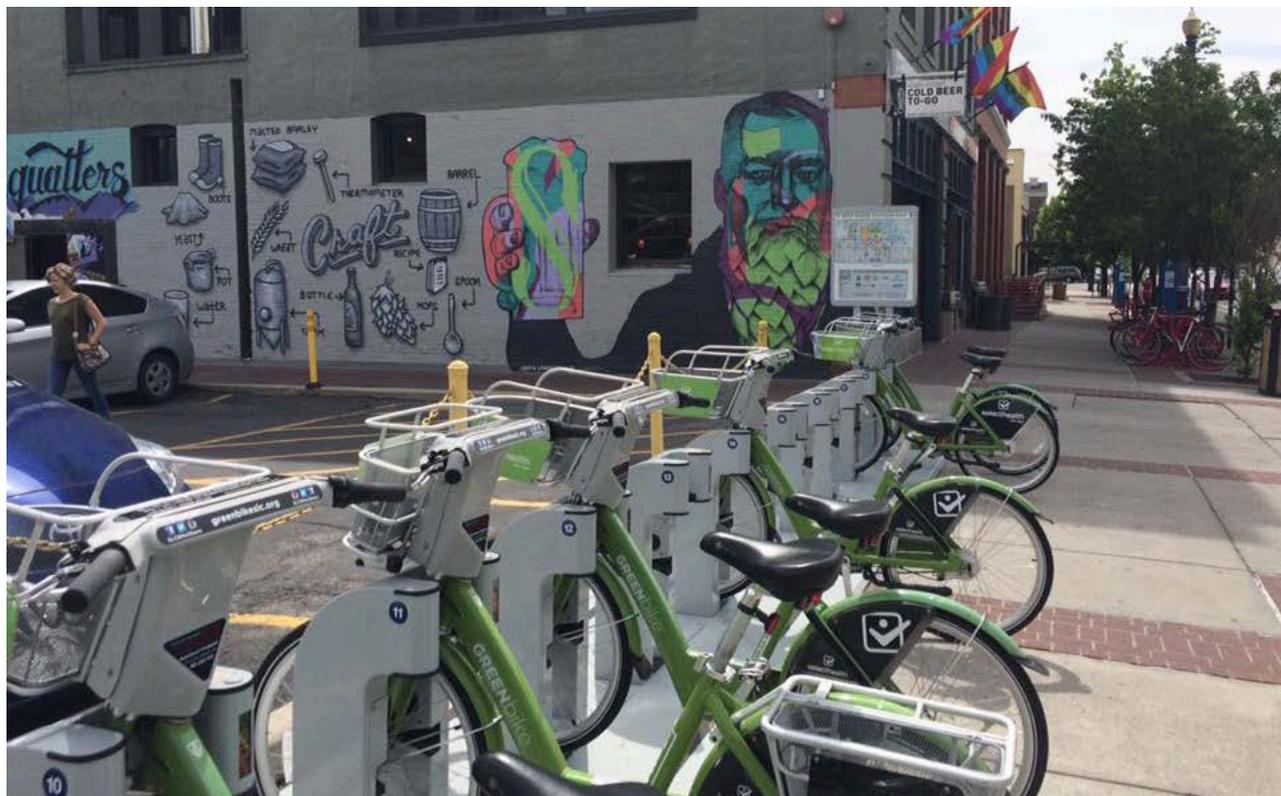
FUNDING: Transportation, Redevelopment, City Council

# CITY ROLE



FUNDING: Federal Grant Application Partnerships

# CITY ROLE



PERMITS: Assist with selecting station locations

# CITY ROLE



PERMITS: Assist with selecting station locations

# CITY ROLE



PERMITS: Assist with selecting station locations

# CITY ROLE



PERMITS: Assist with selecting station locations

# CITY ROLE



INFRASTRUCTURE: Coordinate new bikeways

# CITY ROLE



INFRASTRUCTURE: Coordinate new bikeways

# CITY ROLE



INFRASTRUCTURE: Coordinate new bikeways

# CITY ROLE



INFRASTRUCTURE: Coordinate new bikeways

# CITY ROLE



INFRASTRUCTURE: Coordinate new bikeways

# CHALLENGES



LOCAL PERCEPTIONS

# CHALLENGES



LOCAL PERCEPTIONS

# CHALLENGES



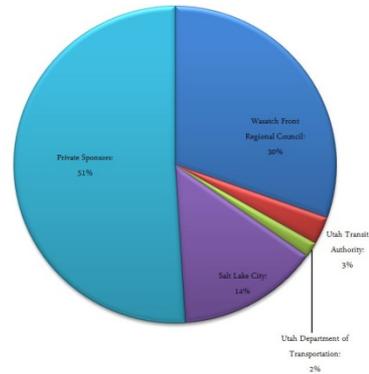
FEDERAL GRANT PROCESS

# CHALLENGES



FEDERAL GRANT PROCESS

# CHALLENGES



ANNUAL CAPITAL FUNDING

# KEYS TO SUCCESS



INITIAL FUNDING

# KEYS TO SUCCESS



GRANT PARTNERSHIPS

# KEYS TO SUCCESS



**WHERE THE  
MAGIC HAPPENS**

COORDINATED INFRASTRUCTURE

# KEYS TO SUCCESS



LOCAL BUSINESS SUPPORT

# KEYS TO SUCCESS



STRONG REGIONAL PARTNERSHIPS

# KEYS TO SUCCESS



DYNAMIC NON-PROFIT LEADERSHIP

# Discussion



Colin Quinn-Hurst, [colin.quinn-hurst@slcgov.com](mailto:colin.quinn-hurst@slcgov.com), 801-535-6134

# Completing Austin's Streets

## Building on a robust bicycle program



**City of Austin**

Katherine Gregor

Complete Streets Program Manager

September 2015

lcome

HISTORIC

AUSTIN

ORIGINAL  
512

SIXTH 78701

STREET LOCAL

DON'T  
MESS  
WITH

Texas

LIVE

MUSIC CAPITAL

Of the  
WORLD



SINCE 1839

YOU  
RE  
HERE  
↓  
Howdy



# 10 Lessons Learned

Or, The City of Austin's evolutionary path

from a **Bike Program**

to a

**Complete Streets Program**

paired with an

**Active Transportation Program**

# 1. Terrible traffic helps.

- Austin-area roadways are among the most traffic-congested in the country.



## 2. Integrate investments with CIP \$\$\$.

- Built a mission-driven group of designers, planners, PM's, community outreach staff.
- Project team in Public Works, integrated with CIP \$\$



### 3. Add bike lanes during road work.

- 2002 City Council resolution: bike + ped 20%

“Whenever you can, add bicycle facilities during road work -- otherwise you lose that opportunity, perhaps for a generation.”

-- Public Works Director Howard Lazarus



Transportation



## 4. Build community advocates.

- Street Smart Task Force built momentum
- Gung-ho cycling community (Bike Austin)
- Bicycle Advisory Group – Advises Mayor & Council
- Nonprofit for Bike Share



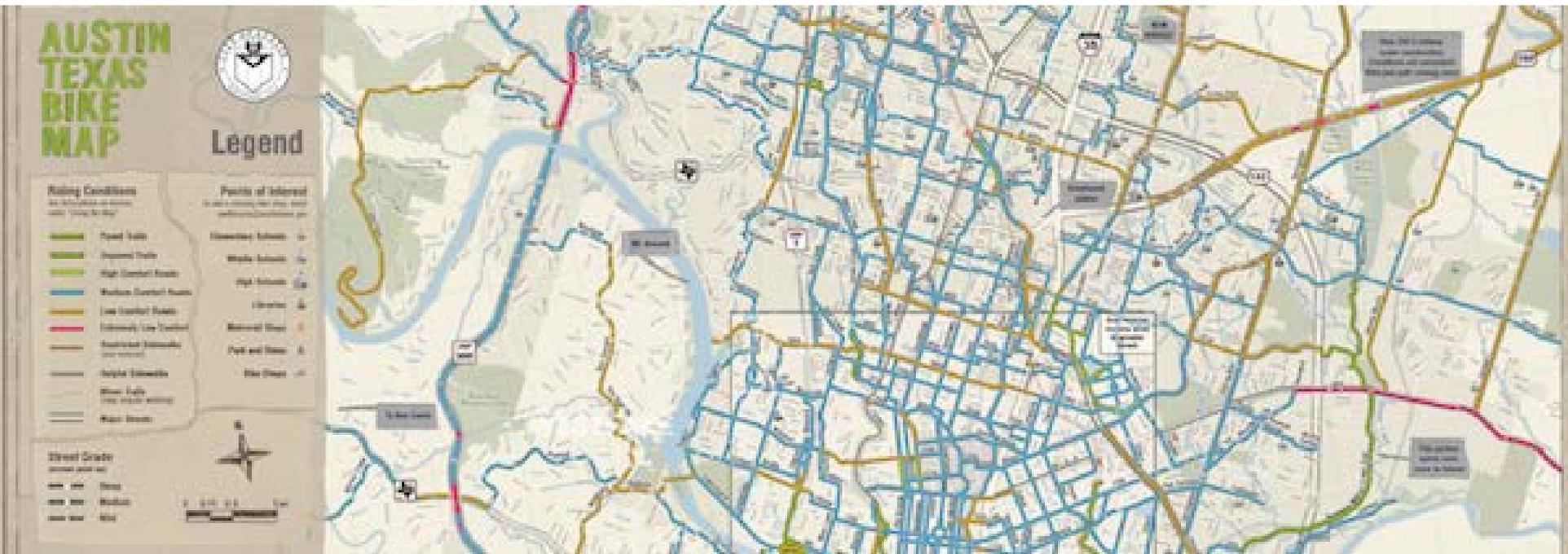
# 5. Create + update a Bicycle Master Plan.

1998 > 2009 > 2014



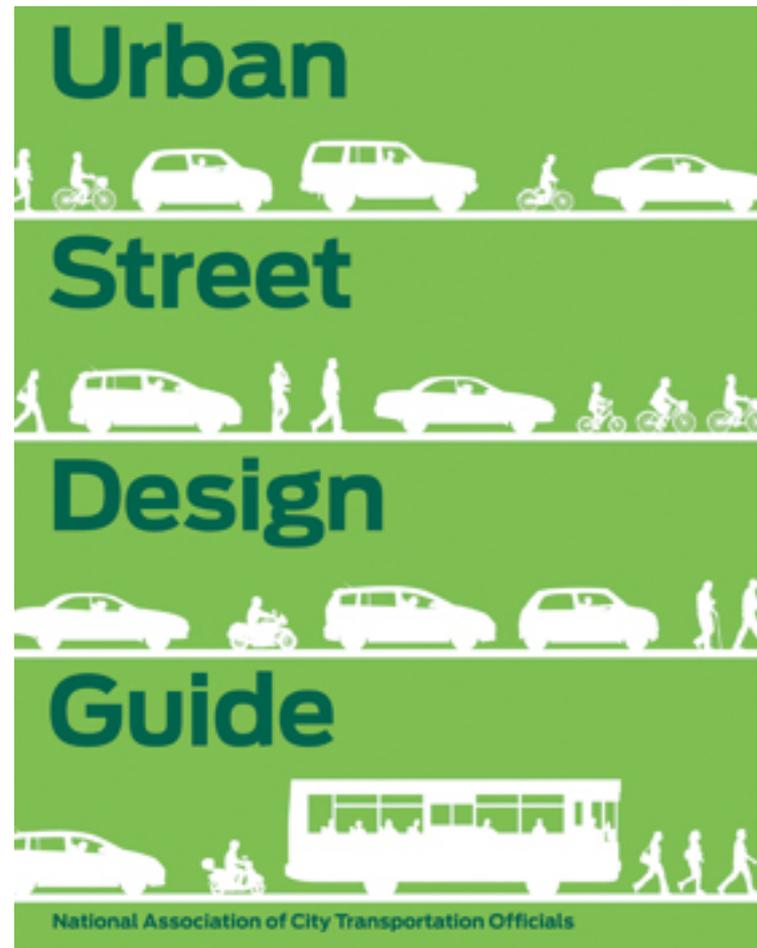
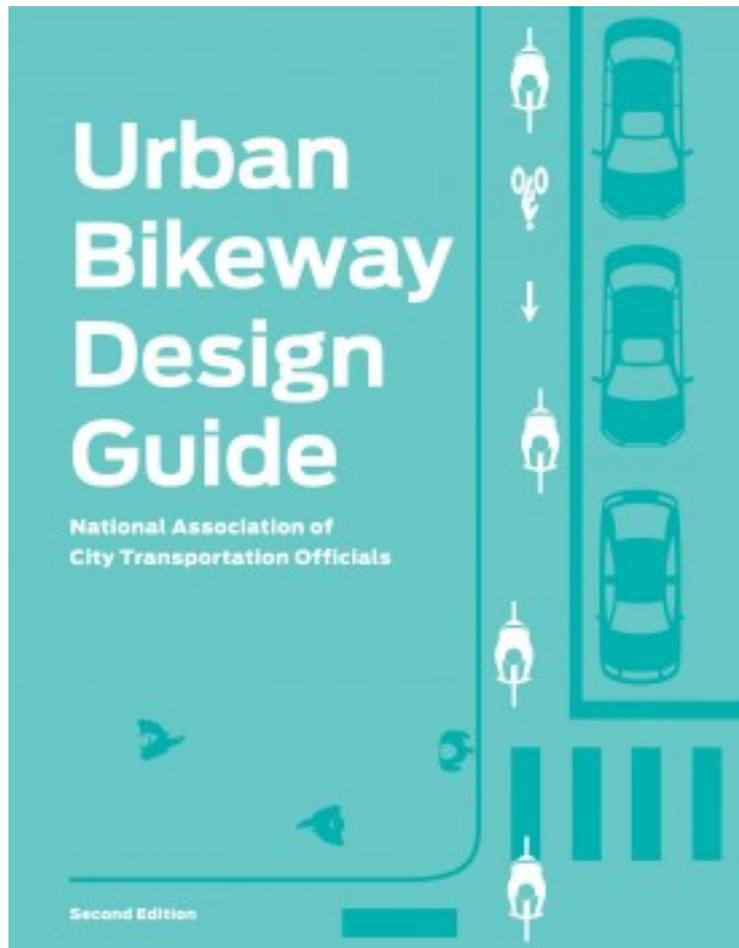
# 6. Build a lot of bicycle routes fast.

- 2008-2013      175 miles of bike facilities

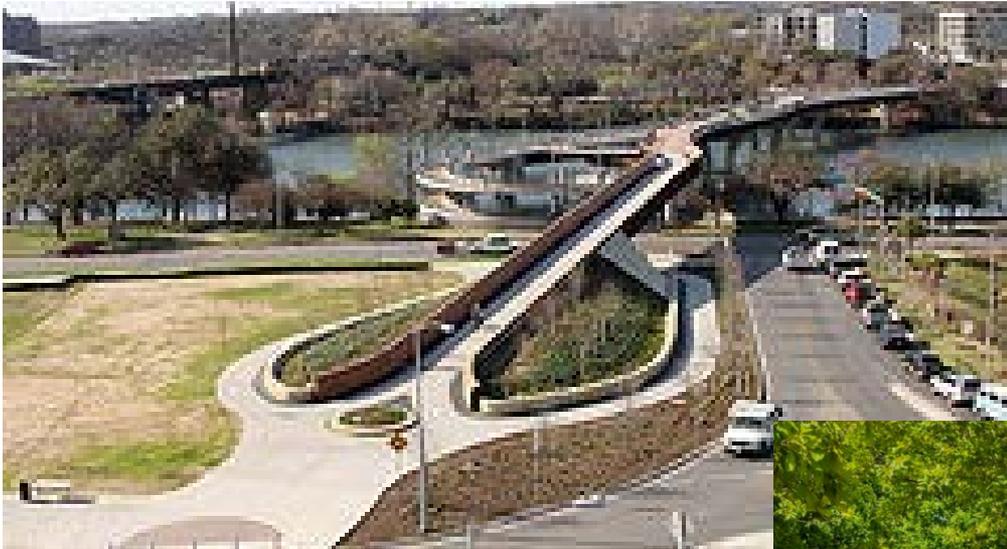


# 7. Adopt the NACTO guides.

National Association of City Transportation Officials



## 8. Shift City Culture: “Business As Usual.”



## 9. Send decision makers on study tours.

- The Green Lane Project, 2011-2013
- 1 of 6 cities, People for Bikes
- Holland & Denmark: See it, ride it, believe it!





Big Take-Away:

“I’m excited about making any investment where one of the ROI’s is joy.”

City Manager  
Marc Ott



Big Take-Away: “Cities need to serve not ‘cyclists’ but rather ‘people on bikes’.”

Public Works Director Howard Lazarus

Big Take-Away: “It takes decades to build mature bicycle networks, so make incremental improvements and retrofits every year.” -- Council Member Chris Riley



# 10. Activate a Complete Streets policy.



# What are Complete Streets?



**Complete Streets are streets for everyone.** They are designed as “people places” that are safe, comfortable, and convenient for travelers of all ages and abilities – whether walking, biking, taking transit, or driving.

# Community Benefits

- ✓ Safety
- ✓ Health
- ✓ Affordability
- ✓ Going Green
- ✓ Economy
- ✓ Choices
- ✓ Smart growth



Smart Growth America  
Making Neighborhoods Great Together



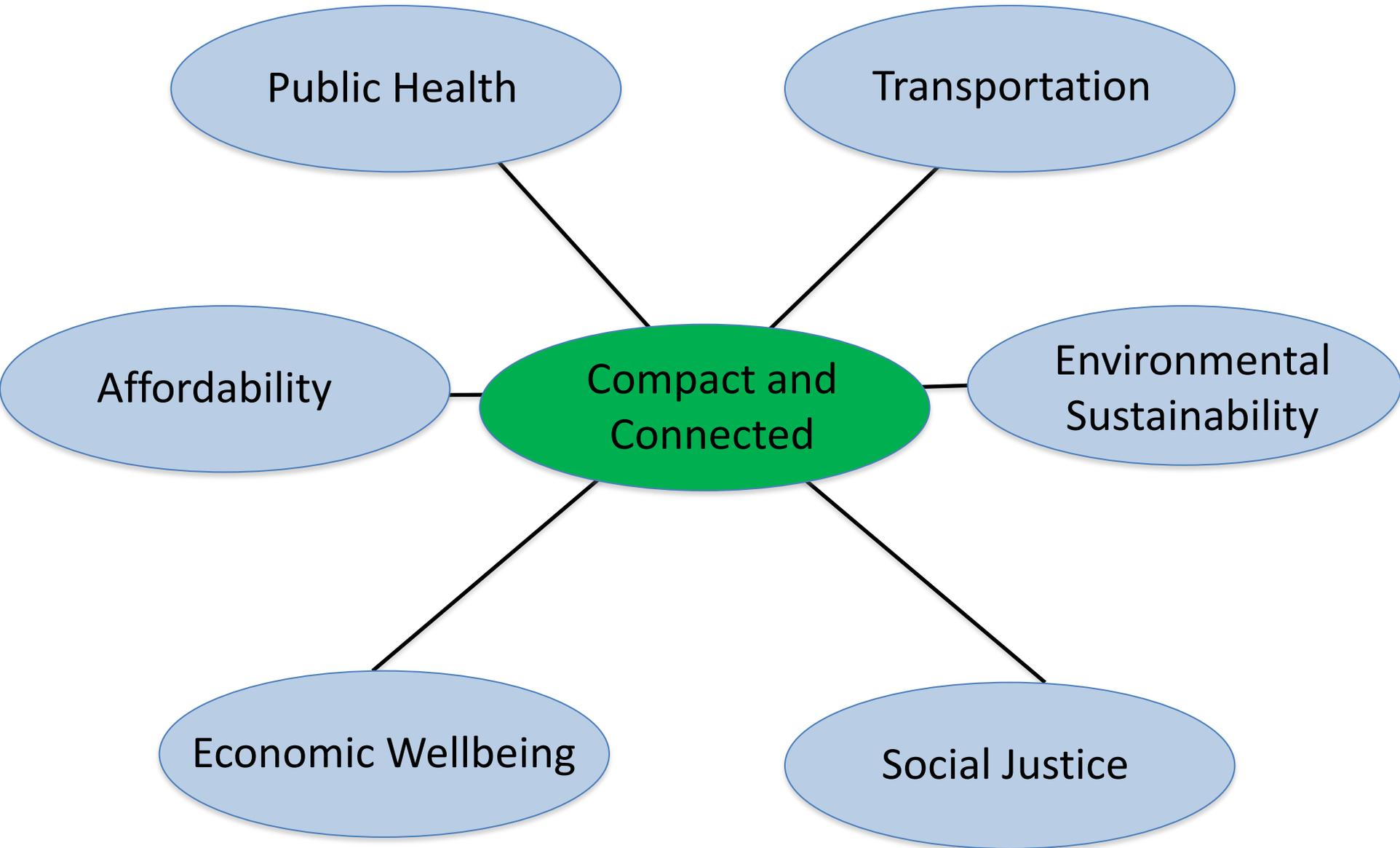
National Complete  
Streets Coalition



## Big Boost! 2012 - New City Comprehensive Plan

- Invest in a compact and connected Austin.
- Sustainably manage our water resources.
- Use green infrastructure to integrate nature into the city.
- Grow Austin's creative economy.
- Develop and maintain household affordability.
- Create a Healthy Austin Program.
- Revise development regulations and processes to promote a Compact and Connected city.

# Many Challenges, One Initiative



# Austin Complete Streets Policy 2014

- Mobility
- Urban Design
- Green Streets



# Austin Complete Streets Policy: 8 Principles

## Complete Streets...

1. Serve all users and modes.
2. Require connected travel networks.
3. Are beautiful, interesting and comfortable places for people.
4. Require best-practice design criteria and context-sensitive approaches.
5. Protect Austin's sustainability and environment.
6. Include all roadways and all projects and phases.
7. Are the work of all City departments.
8. Require appropriate performance measures.



The Best Complete Streets Policies of 2014

February 2015

## CITY OF AUSTIN COMPLETE STREETS POLICY

### VISION AND INTENT

Complete Streets are a tool to advance **multiple long-term community goals** defined by the vision and policies of the **Imagine Austin Comprehensive Plan**.

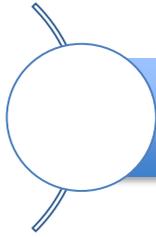
The intent of this Complete Streets policy is to **enhance Austin's quality of life** by advancing **mobility, public health and safety, livability, sustainability, equity, affordability, economic activity, climate resilience, green infrastructure, excellence in urban design and community character**.

Specifically, this Complete Streets Policy is a tool to implement a core Imagine Austin Priority Program: “Invest in a compact and connected Austin.”

As part of this program, the City of Austin commits to making improvements within the right of way that support making pedestrian, bicycle, and transit travel as safe and convenient as vehicle travel.

Complete Streets support compact development patterns and expand everyone’s mobility choices throughout Austin. They are designed to balance safety and convenience for everyone using the road.

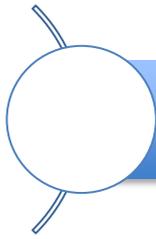
The City of Austin recognizes that the design of streets and the right of way provides a unique opportunity to thoughtfully integrate and advance multiple objectives for our community while delivering maximum benefits from City investments.



- ✓ Policy Development
- ✓ Complete Streets Steering Committee
  - Imagine Austin Comprehensive Plan*
- ✓ **Complete Streets Policy Adopted**
  - National Complete Streets Coalition
  - Pre-Policy, Post-Policy Workshops*
    - ✓ Staff Training
    - ✓ Community Education
    - ✓ Implementation work plan
    - ✓ Assessing code, project toolkit, procedures, pilot projects
- ✓ Green Streets Working Group
- ✓ **Bike Plan Adopted**
- ✓ **Urban Trails Plan Adopted**
- ✓ 5-Year: Developing phased approach



**Active Transportation Program**  
**Guadalupe Street Project**  
@ University of Texas Area “The Drag”



# AUSTIN 2015 – Maturing A Program

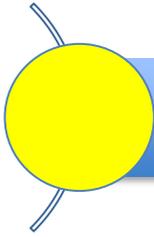
## 6 Program Elements

1. Policy, Program & Funding
2. Street Design
3. System Development
4. Project Compliance Reviews
5. Education, Outreach & Communications
6. Metrics



### Active Transportation Program Cycle Track Project, Third Street

Links Downtown Convention Center to  
City Hall/Second Street District



# AUSTIN 5 Year Process – Policy to Program



**2014**  
**City Council Policy**

**2014-15**  
**Launch C.S. Program**

Street Design  
Bike Plan  
Trails Plan

**2016**  
**New Guidance**

- Code, Criteria  
- Street Classifications, Thoroughfare Plan  
- Pedestrian Master Plan  
-

**2016-2018**  
**C.S. Handbook**

- Green Streets  
- ROW Standards  
*Education*  
*C.S. Project Funding*

**2018-2020**  
**Active Implementation**  
**Major C.S. Projects**  
Monitoring & Metrics  
*Continuous Improvement*



## NACTO Designing Cities 2015 Conference in Austin

Join city transportation officials, planners, engineers, and practitioners from cities across the U.S. and world for a series of conversations on urban street design and transportation policy.



**Register Today!** [Early bird rates](#) available until September 25



**Thank You!**

**Katherine Gregor**

Complete Streets Program Manager

Austin Transportation Department, City of Austin

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