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 60 parking spaces, impacting as many as 240 people each day. These people live or work in the area, are visiting the hospital or patronizing local businesses.

For comparison, about 3,000 people per day start or end their ride on Muni at a stop on Potrero Avenue.

SAVING MUNI CUSTOMERS’ TIME

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

12,000 passengers ride Muni on Potrero Avenue each day, of which 4,000 ride the entire length of Potrero Avenue during the peak period.

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.

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
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 22nd to 25th 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
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

Parking-Obsessed Extremists Threaten Plan for Safer Walking on Potrero
by Aaron Ballew

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 passed on and around Potrero during the
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.

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**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
Christopher.Pangilinan@NYCT.com
646-252-5843
@cap_transport
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.
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: 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
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 Amoafo, 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
Tracking Vision Zero Progress

- **Vision Zero View**
  - Fatality and injury data mapped
  - Project data
  - Outreach data
<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
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<tr>
<td>50</td>
<td>Citywide Public Events</td>
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<tr>
<td>226</td>
<td>LIDAR Guns Purchased</td>
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<tr>
<td>620</td>
<td>Schools Received Street Safety Education</td>
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<tr>
<td>400</td>
<td>Speed Bumps Installed</td>
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<td>113</td>
<td>Speed Boards Deployed</td>
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<td>120</td>
<td>Additional Speed Cameras Authorized</td>
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<td>Safety Projects at Intersections and Corridors</td>
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<tr>
<td>15,306</td>
<td>CANceivers Installed</td>
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<tr>
<td>27</td>
<td>Arterial Slow Zones Created</td>
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Vision Zero by the Numbers

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

Source: NYC DOT & NYPD
Vision Zero by the Numbers

![Graph showing the number of pedestrian fatalities from 2000 to 2014, with a notable decrease from 2013 to 2014.](image)

Source: NYC DOT & NYPD
Vision Zero Year Two
New York City
Department of Transportation
Rob Viola, Senior Project Manager,
Office of Research, Implementation & Safety
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

### Average Daily Bike Checkouts Per Station

**July 2014 Compared to July 2015**

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<thead>
<tr>
<th>Station Name</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Union Pacific Station</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>6000 N. Temple Station</td>
<td>5</td>
<td>7</td>
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<tr>
<td>1000 S. Temple Station</td>
<td>14</td>
<td>15</td>
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<tr>
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<td>13</td>
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<td>Sheraton Station</td>
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<td>Backcountry.com Station</td>
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<td>19</td>
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<td>2 &amp; 3 Uncommon Station</td>
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<td>19</td>
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<td>S. W. Station</td>
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<tr>
<td>200 N. Station</td>
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<td></td>
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<tr>
<td>ENERGY Development Station</td>
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<tr>
<td>Squatters Station @ The Rose</td>
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<tr>
<td>6000 S. Station @ Gateway</td>
<td>20</td>
<td>27</td>
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<tr>
<td>UCair Station @ Pioneer Park</td>
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<td></td>
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<td>UCair Station @ City &amp; County Bld</td>
<td>9</td>
<td>31</td>
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<tr>
<td>Fidelity Station @ The Gateway</td>
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<td>Life Elevated Station @ Salt Palace</td>
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<td>Phillips Edison &amp; Co. Station</td>
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<td>34</td>
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<td>Harmons Station</td>
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<tr>
<td>Rocky Mountain Power Station</td>
<td>18</td>
<td>35</td>
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<td>KeyBank Station</td>
<td>15</td>
<td>36</td>
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<tr>
<td>AEC</td>
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*Note: KeyBank Station data not available for 2014.*
Development

Mayor Ralph Becker
Development
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

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CITY ROLE

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CITY ROLE

INFRASTRUCTURE: Coordinate new bikeways
CITY ROLE

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CITY ROLE

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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

COORDINATED INFRASTRUCTURE

BIKE SHARING

PROTECTED BIKE LANES

WHERE THE MAGIC HAPPENS
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, 801-535-6134
Completing Austin’s Streets
Building on a robust bicycle program

City of Austin
Katherine Gregor
Complete Streets Program Manager
September 2015
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 $$

![Bike riders on a bridge with a city skyline in the background.](image-url)
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
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:

“Ι’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
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.

Big Boost!
2012 - New City Comprehensive Plan
Many Challenges, One Initiative

- Public Health
- Transportation
- Affordability
- Environmental Sustainability
- Economic Wellbeing
- Social Justice

Compact and Connected
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.
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.
2014 - A Busy Year!

✓ 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”
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

- Green Streets
- ROW Standards
- Education

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

C.S. Project Funding
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
Katherine.Gregor@AustinTexas.gov