

Innovating Streets for People

2020/21

Programme Evaluation

Executive Summary



People Changing Streets
Porirua City Council

The evaluation in a nutshell

Mackie Research and Waka Kotahi collaborated to evaluate short term outcomes of the Innovating Streets fund, and to capture learning to inform the next phase. The use of tactical approaches in transport projects is in its infancy in Aotearoa, so a focus on continual improvement and development is crucial.



Five main areas of data collection and analysis:



Synthesis of programme admin data (e.g. project type, location, costs, and status).



Two sector surveys:
Survey 1 May 2020 (n=80),
Survey 2 August-Oct. 2021 (n=54).



In-depth interviews (15) with council staff, consultants, and community partners involved in Innovating Streets projects.



44 projects submitted a projects report, describing their project's objectives, treatments, lessons, and outcomes.



2 feedback workshops with Waka Kotahi and Council staff.

This evaluation:

- integrated system evaluation principles because Innovating Streets projects are delivered within a complex system and are enabled and constrained by factors throughout the system.
- focused on programme level outcomes; however, evaluation data and key lessons reported by each project team were aggregated to describe outcomes at the programme level
- was guided by an intervention logic model and tested propositions about how and why the fund would lead to intended outcomes.

The Innovating Streets for People programme is the first programme in New Zealand targeted at the rapid reallocation of streets space to build active transport networks.



Innovating Streets for People

A system change intervention

A rapid transformation of urban environments is needed to create safe, healthy, and liveable towns and cities, and to meet our carbon reduction goals. In response, the Innovating Streets for People (ISFP) programme was established by Waka Kotahi in 2018 to make it easier and quicker for streets throughout Aotearoa New Zealand to be made safer, more accessible, and more liveable.

Innovating Streets projects use quick, lower-cost and temporary treatments to deliver positive people-centred changes to streets, usually in low speed environments. Concepts of tactical urbanism and codesign are central to the Innovating Streets approach – the key premise being that temporary solutions, shaped and adapted in partnership with communities, can bring forward benefits and enhance permanent solutions. The ISFP Fund was established in 2020 to support the delivery of Innovating Streets projects throughout the country. Broadly, in the short-term, the fund aimed to build sector capability and to identify system barriers for the Innovating Streets approach.





Emily Place
Auckland Council

After



Before

Adapting and scaling the programme



2018
First Waka Kotahi supported tactical urbanism in Aotearoa



2020
COVID-19 Emergency Response



2020 - 2021
Innovating Streets for People

Key features of the 2020-2021 Innovating Streets for People Fund

- A total of \$29 million was available
- A Financial Assistance Rate of 90%, with funding cap of \$1 million per project
- Road Controlling Authorities and Territorial Authorities applied through two tranches of funding in 2020
- Projects were required to be delivered within one financial year, by 30 June 2021
- All projects employed principles of **tactical urbanism and co-design**

Co-design is a collaborative methodology used to develop a sense of ownership and meaningful participation by stakeholders involved in the design process; all stakeholders involved are recognised as bringing valuable knowledge and expertise.

Tactical urbanism involves the demonstration and testing of urban change proposals using temporary and lower cost materials¹

Of 160 applications

Proposals were evaluated against strategic fit, capability and capacity to deliver, and value for money.

78 projects were awarded funding

¹ Barata & Fontes 2017; Dube 2009; Lydon and Garcia 2015; Waka Kotahi 2020.

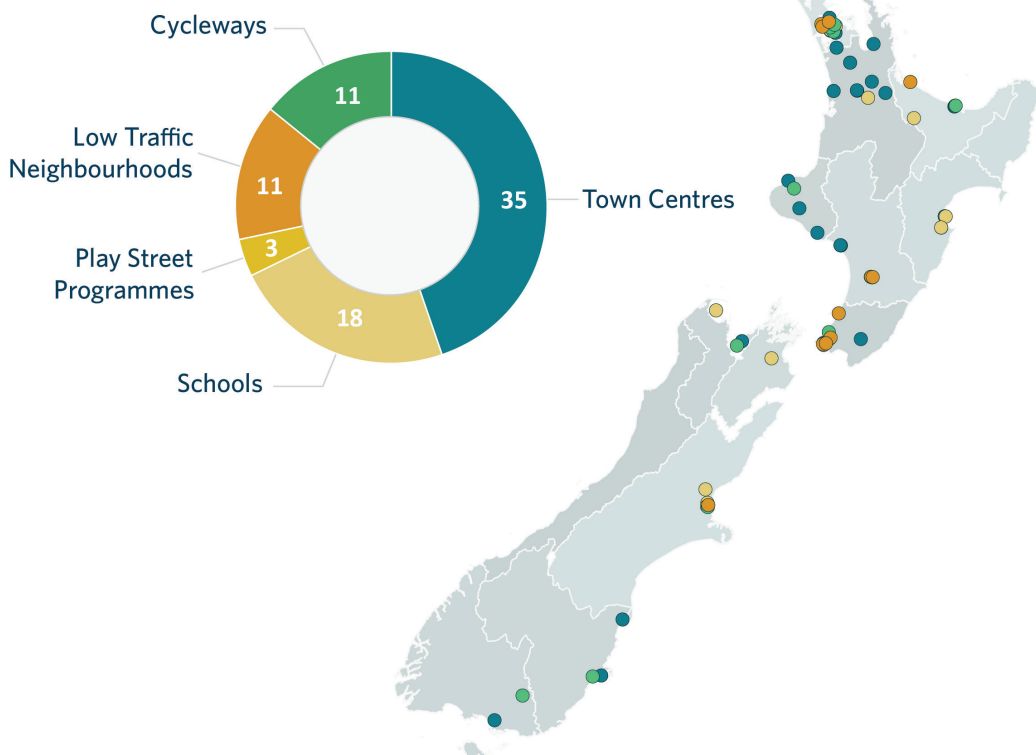
Programme Delivery

Projects

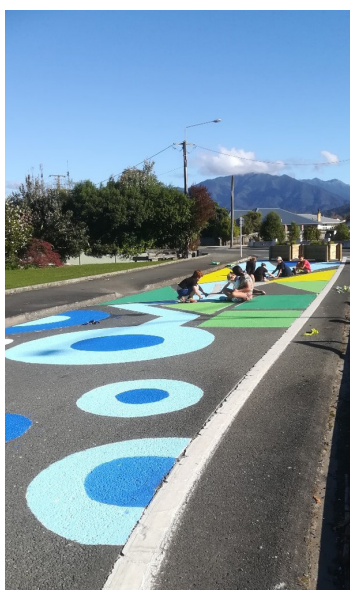
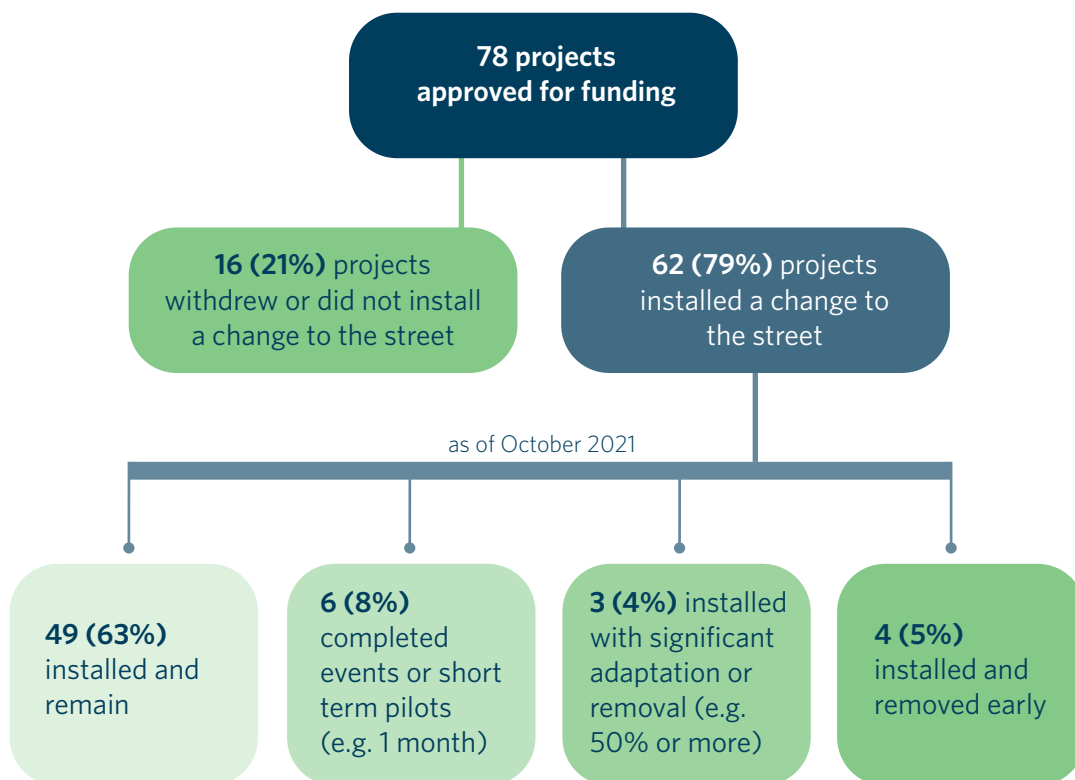
The fund supported a total of 78 projects, across 32 cities and towns in diverse locations and contexts. Sixty-two projects (79%) installed a change to the street. A total of \$22,505,532 was allocated, with an average spend per project of \$288,532. Projects ranged between in \$40,000 and \$1 million in value.

Collectively, about 89 kms of interim street treatments were installed - temporary cycleways, one-way streets, safe crossing points, parklets in town centres, traffic calming, and kerb buildouts. Projects often consisted of multiple elements, but ranged in size, from smaller installations, such as reclaiming parking spaces for outdoor dining in town centres, to larger scale neighbourhood treatments. The life span of these street treatments varies between six months to three years before needing to be upgraded to more permanent/durable materials.

78 Projects Funded



The scale of the programme contributed to the relatively rapid spread of awareness about innovative street reform across the country. Regardless of whether projects were installed or removed early, by funding many projects across the country, hundreds of people gained experience and contributed to building a base of local case studies.



Golden Bay High School
Tasman District Council



Te Waka o Waihopai
Invercargill City Council



Arthur Grey LTN
Auckland Transport

Common on-street outcomes

Each project developed a monitoring and evaluation plan to measure the impact of the process and physical changes to the street. While the objectives of each project varied in response to the context of the place, there are some common outcomes being reported by project teams. These outcomes along with the tactics used to achieve them are listed below with an example from one project. Based on reported data from 44 projects:

24 projects reported a reduction in vehicle speeds

- narrow vehicle lanes
- chicanes
- speed humps
- traffic circles
- kerb buildouts at intersections

15 projects reported a reduction in vehicle volumes

- reduce capacity for vehicles
- convert from a two-way to a one-way street
- restrict vehicle access

24 projects reported an increase in the number of people walking or cycling

- install separation between vehicles and people on bikes
- create pedestrian crossings
- restrict vehicle access



Croucher D'Arcy Neighbourhood
Tasman District Council

In the Croucher D'Arcy neighbourhood, speeds reduced to below 30km/hr on three streets:

Croucher St: 48km/hr to 22 km/hr
Elizabeth St: 46km/hr to 22 km/hr
Herbert St: 44km/hr to 22 km/hr



Streets Alive
Gore City Council

In Gore, traffic volumes became more concentrated onto fewer and more appropriate streets.

Heavy vehicle volumes reduced by 38% on the local road network and by 53% residential streets.



Street for People
Waipā District Council

In Cambridge, 300+ people were using the pop-up cycleway each day. And, during the trial there was 41% increase in active mode users during school peak times near Cambridge Primary School, including a 58% (24) increase in the number of people on bikes.

3 projects reported increase in awareness of cultural narratives

- placemaking
- roadway art
- wayfinding
- elements that people can engage with
- texture and materials

23 projects reported safer and more accessible environments for pedestrians and cyclists

- slower vehicle speeds
- Shorter crossing distance
- dedicated infrastructure (e.g., separated cycleway or pedestrian crossing)

7 projects reported increases in the number of people spending time in areas

- placemaking
- activation events
- creating places where people can sit, eat, and play
- restrict vehicle access



Hetana Street
Matamata-Piako District Council

Increase in proportion of people on Hetana Street who can see evidence of mana whenua narratives from 25% to 57%



Brooklyn Road Cycleway
Wellington City Council

In Wellington, 64% of survey respondents say the road is safer for everyone as a result of the Brooklyn Road cycleway.



Create the Vibe
Thames-Coromandel

"It makes the town look more vibrant and creates an atmosphere of community and positivity."
- Local business owner

Tactical approach

Consistent with the logic model, the evaluation shows that meaningful community engagement and participation is achievable in tactical urbanism projects, and that when successful, this can build stakeholder support and enhance design solutions and outcomes. Results provide some evidence of the tactical approach working as anticipated, where adaptations to treatments were made in response to feedback and where projects built a pipeline for permanent street changes. There was also some evidence that when projects deliver outcomes of meaning and value to local communities, social license and demand for further street innovation can be strengthened.

Based on reported data from 44 projects:

- Twenty-three projects reported adapting their treatments during construction or following initial implementation (e.g., adjustments to materials, placement of elements, or removal of elements).
- Twenty-one project teams reported that their projects had gained support for making temporary treatments permanent.
- Eleven project teams reported community satisfaction with treatments or interventions delivered and ten reported that projects had generated community support for further projects.
- There are strong examples of increased commitment to tactical approaches as a result of the programme – cities like Auckland and Wellington are shaping the Innovating Streets concept to meet their objectives.



Streets Alive (first iteration)
Gore City Council



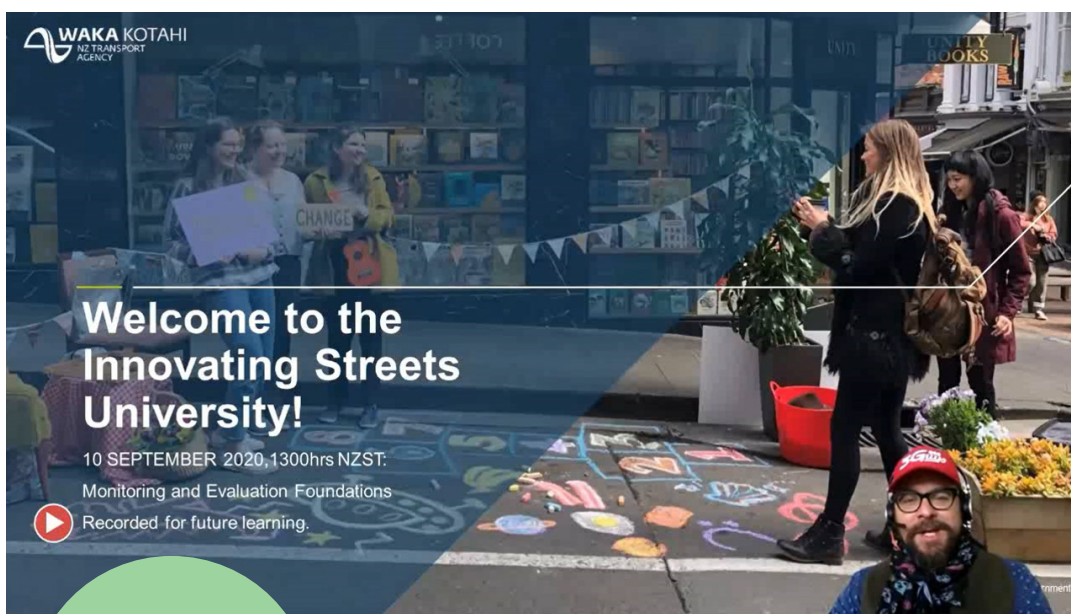
Streets Alive (adaptation)
Gore City Council

Capability development

Prior to the programme, reported capability and experience with tactical approaches was low. The Innovating Streets Fund enabled over 30 councils and hundreds of people to gain experience in tactically reallocating road space. This created a wealth of local learning, case studies, and examples to guide future practice.

Innovating Streets Community of Practice

In addition to learning through their own experiences, Councils shared ideas, motivated and inspired each other, and showcased local examples from Aotearoa through ISFP Community of Practice, facilitated by Waka Kotahi. The ISFP Community of Practice served as the core component in a suite of resources that Waka Kotahi provided to guide practitioners.

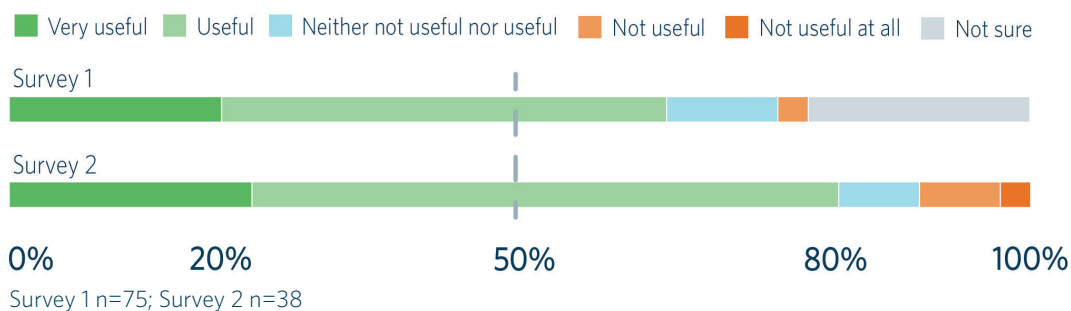


21 live sessions
4 international speakers

300+ total participants | 35-50 participants each time

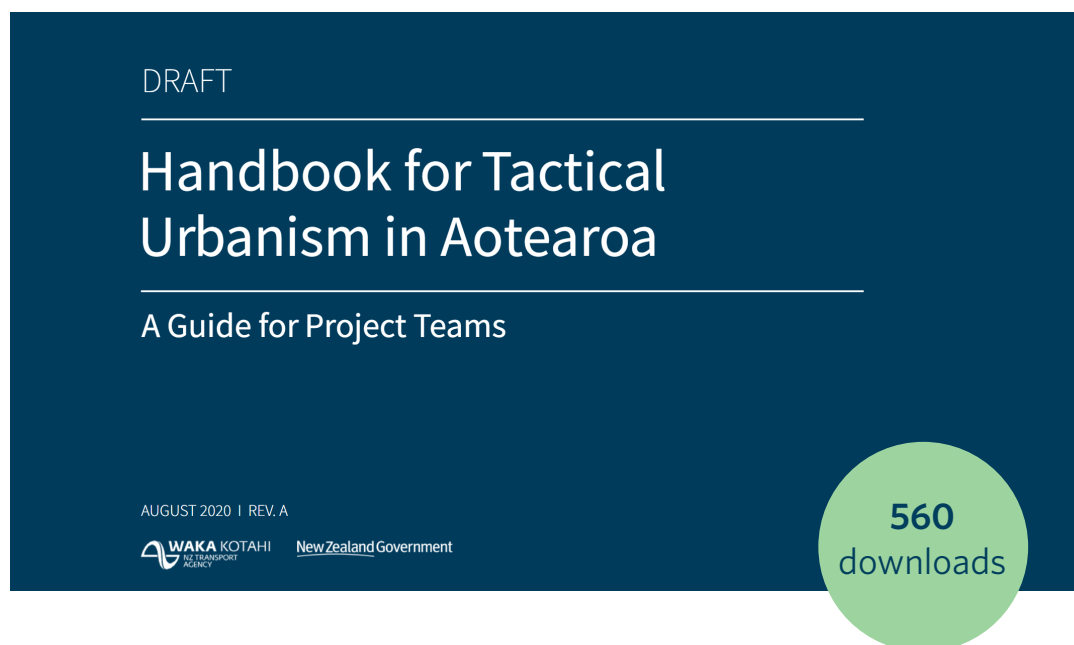
The resources and support through the Community of Practice and by subject-matter experts was valued by the sector; some areas for development have been identified.

Usefulness of the Innovating Streets Community of Practice

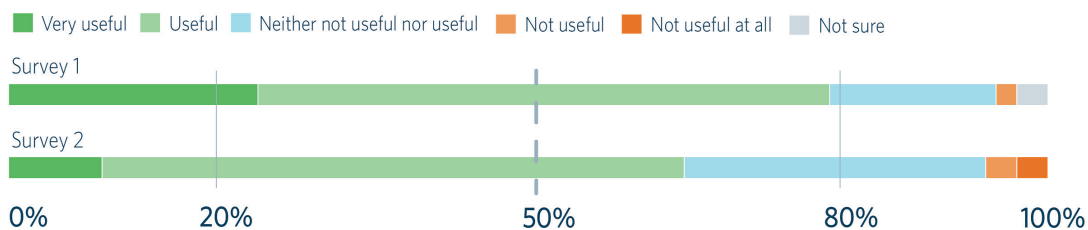


Tactical Urbanism Handbook

Drawing from international best practice and local evidence, the handbook provides a 'how to' guide for the design, delivery, and evaluation of Innovating Streets projects using a tactical approach.



Usefulness of the Tactical Urbanism Handbook

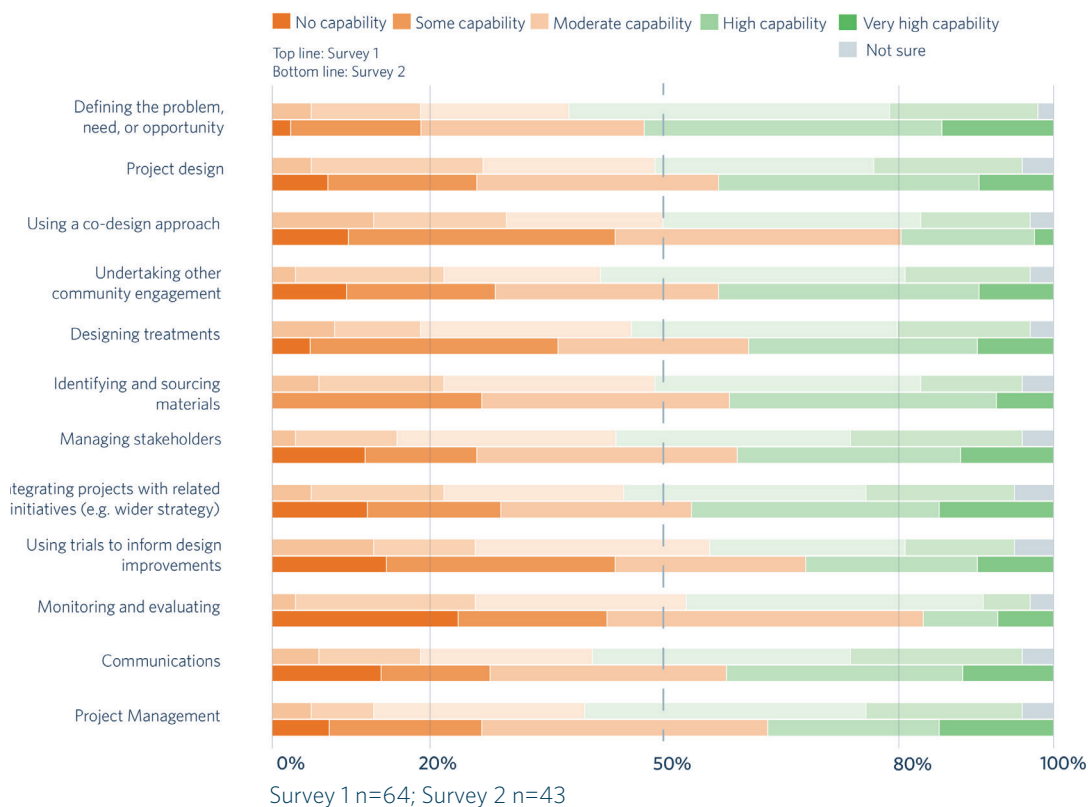


Survey 1 n=58; Survey 2 n=34

Ratings of the usefulness of the handbook dropped in the second survey, however, ratings were high overall. Over three quarters (79%) of respondents to Survey One rated the handbook as Very useful or Useful and about two thirds (65%) provided the same rating in the second survey. However, the proportion of neither ratings in the second survey (29%) suggests the potential to further develop the handbook.



Respondent rating of council capability before and after the 2020/21 Innovating Streets for People programme



The ratings of council capability are lower in Survey Two than in Survey 1. These results suggest that practitioners and councils now have a much better understanding of what's required to deliver a successful Innovating Streets project in partnership with their community. However, evaluation findings also suggest some councils and practitioners may be more cautious and slightly less willing to undertake Innovating Streets projects. It's clear that capability and confidence development, at the practitioner and council level, needs to be a core objective moving forward.

Practice Learnings

The funded projects generated considerable learning about effective and less effective Innovating Streets practice, and despite the achievements, there were many challenges and constraints that made it hard to implement Innovating Streets projects. All learning will be used to develop more local case studies, enhance existing practice guidance, and improve programme design.



A clear mandate and rationale

A key learning is that projects must have a defensible rationale and mandate at the local level. The warrant for establishment was generally strengthened when projects aligned with existing local objectives, opportunities, resources, and support. Projects initiated or supported by local stakeholders helped to leverage existing relationships, community knowledge, local leaders, and community advocates. Projects that were a part of an existing network plan, also had a clear rationale and appear more successful in securing funding for permanent infrastructure. As stressed in the Tactical Urbanism Handbook, a clear warrant for a tactical approach was also confirmed as important.

Resourcing

The tactical and co-design approach was new for many stakeholders; because of this, resourcing needs were often unclear at the start. Subsequent staffing and resource allocation decisions were not always optimal, particularly communications and engagement. Under resourcing led to individuals taking on multiple responsibilities and / or additional responsibilities on top of existing workloads. This added to delivery challenges, as did delivery time frames. Innovative street reform is challenging, and effective teams are critical. Team set up should be carefully planned and core roles must be resourced appropriately.



Communications

A tactical approach and one-off funding models generally provide less certainty about next steps and the longer-term funding commitments. In this context, comprehensive communications support and outreach is essential. However, initial under-estimates of the level of communications support required meant that communications were commonly under-resourced and many communications challenges were faced. Delivery timeframes limited the extent that staff could more fully establish the context and 'why' of projects and explain the relatively complex concepts that underpinned the tactical approach. Stakeholder expectations needed careful management. Projects were fast moving and had multiple phases, with each requiring support. Once projects began, communications resources were typically subsumed by day-to-day demands. If there was significant opposition, projects were often forced into a reactive and defensive mode; from this position it could be difficult to get back onto the 'front foot'.

Establishing the national context for local action was important for establishing the mandate for projects. This context includes the high-level rationale for action (e.g., the climate action imperative) and for the tactical approach (e.g., faster and more affordable change). However, this context was often difficult to establish locally given the time and resources available and because individual treatments were often an inappropriate vehicle through which to have higher level or more complex conversations about mandate and purpose. This lack of context was widely described as a factor that contributed to local opposition. For example, opposition was fueled when projects did not make 'sense' to stakeholders and if projects were perceived as unexpected or unwarranted. Inherent limitations in engagement methods, particularly in the context of larger and more complex projects, also undoubtedly contributed to this.

As well as continuing to strengthen the mandate and legitimacy of innovative street reform within local authority organisations, the evaluation indicates that similar leadership is also required to build legitimacy in the eyes of community and other stakeholders. Participants in this evaluation also clearly felt that the context gap should be addressed through an appropriately resourced national level communications strategy.



Partnerships and engagement

Projects reporting more effective engagement were often smaller in scope or had the resources, relationships, and skills to facilitate a strategic and proactive approach. Effective co-design followed clear method and process, for example, a structured approach for integrating community and expert knowledge, clarity about the role of trials in refining solutions, and a systematic approach. Effective demonstration events or trials were confirmed as those which captured attention, effectively illustrated proposed changes and benefits, enabled immediate feedback, informed design refinements, and signaled a responsive approach.

Projects reporting less successful stakeholder engagement had some common characteristics. These were often projects of larger scope and higher complexity, and where the number of stakeholders meant that no level or type of engagement could ever be fully effective. Engagement was particularly challenging when project beneficiaries were localised, yet interventions impacted a wide catchment. Other engagement challenges included negative media attention early in the programme, the attention given to opposition voices, the use of social media to spread misinformation and to stoke opposition, limited time and resources constraining more authentic process, inevitable limitations in the extent all stakeholders could be reached (particularly once projects exceeded a certain size and scope), local context not necessarily conducive to a tactical approach, and general resistance to change. In addition, a tactical approach was often new and stakeholders did not necessarily understand nor embrace in-situ treatments as an engagement method.

Impacts described by community partners when partnerships were sub-optimal included a lack of shared understanding about scope, mismatch between the expectation of a co-design process and what was achievable, a lack of transparency, and perceived inequities. Flow on effects included frustration and disappointment, breakdown of trust, damage to community relationships and reputation, and projects losing the support of community champions.



West Quay
Napier City Council



Drews Ave.
Whanganui City Council

Aesthetics and materials

The aesthetics, durability, and practicality of materials were highlighted as important. In many cases, aesthetics were shown to have a significant influence in community support and acceptance. For example, materials that were consistent with the aesthetic of the historical, social, and physical environment, and which looked more permanent or 'higher quality' were more likely to be supported. Conversely, while temporary materials can allow faster and more cost-effective installation, in cases, the aesthetics and quality of temporary materials contributed to community opposition (or became a disproportionate focus of opposition). Context was influential; there were examples of heightened opposition when materials were regarded as particularly at odds with heritage and other local values of importance. In addition, some teams reported that temporary materials did not necessarily equate with lower costs or could have 'hidden' costs; for example, shifting or altering temporary treatments could involve considerable logistics and costs. The high number of Innovating Streets projects coming on stream concurrently led to pressures on product/material supply chains and availability, resulting in increased admin burden to secure materials in some cases.



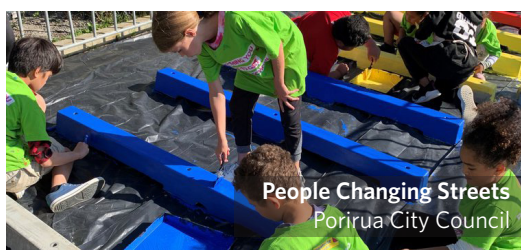
Ferry Road
Christchurch City Council



Street for People
Waipā District Council



Te Waka o Waihopai
Invercargill City Council



People Changing Streets
Porirua City Council

A shared understanding of success

The evaluation reinforced the need for projects to have clear evaluation criteria and shared understanding of these as well as agreement on the relative importance given to different criteria when judging success. Without this, community opposition can be interpreted as an indicator of failure and can have a disproportionate influence over decision making. When collecting public feedback on projects, sufficient socio-demographic information should also be collected so the validity of feedback can be further determined. Delivery organisations are accountable to the communities within which projects occur; criteria relating to engagement, partnership, collaboration, and decision making are also important.



Dealing with complexity

A tactical approach generally adds complexity and reduces certainty; Waka Kotahi's Tactical Urbanism Handbook acknowledges that tolerance for uncertainty is required. However, having a plan for how and when temporary infrastructure will be made permanent is also important (Simpson 2020). Some believe it is inappropriate to test ideas on communities if there is no plan or promise of longer-term investment¹. Project teams noted that uncertainty was a factor in community opposition; it could lead to mixed messages, unfulfilled expectations, and reputation risk. While practitioners were supported to work within the context of uncertainty, the evaluation indicates there is also a need to develop the capability and willingness of other stakeholders to do so as well.

The evaluation also indicates that a tactical approach may be less suited to higher risk and higher complexity contexts and may be harder to justify in certain contexts, for example, smaller councils with a limited rates base and existing budget pressures. There are positive signs, with some larger councils signally or undertaking moves to develop tactical functions or teams. However, it may be particularly difficult for smaller organisations to build and sustain tactical skills and experience internally. Further consideration should be given to how funding models can best support sustainable development for larger and smaller organisations alike.

¹ Ross, L. (2019, September 26). Equity in the Commons. Retrieved June 23, 2020, from Medium website: <https://medium.com/reimagining-the-civic-commons/equity-in-the-commons-929226f75bdf>



Te Manawa ō Owhatiura,
Rotorua Lakes District Council

Quick summary of practice learnings

	What works	What does not work
Project definition and context	<p>Aligning the project with a planned permanent upgrade</p> <p>Engaging with the community about the need prior to applying for funding</p>	<p>An isolated project disconnected from a wider strategic plan</p> <p>Testing an idea on a community, without evidence of need or local relevance</p>
The project team	<p>A multidisciplinary team comprised of Council staff, consultants, communications support, and community champions</p> <p>A full-time project manager with community development skills</p>	<p>Outsourcing the entire project to consultants</p> <p>Managing the project on top of a regular workload</p>
Collaboration & community partners	<p>Embracing local talent and existing relationships</p> <p>Employing local businesses and community members to support the project</p>	<p>Asking a community group to be the face of the project and making decision without them in the room</p> <p>Not recognising the time community members dedicate to project as work</p>
Communications	<p>Community-led communications early on.</p> <p>Communications that articulated the larger objectives, expected benefits, next steps and stood firm on the need to 'see the trial' through and make decisions on evidence</p>	<p>Underestimating the required communication resources</p> <p>Project (and funding) timeframes that made it hard to communicate the 'why' and complexities of tactical urbanism</p>

	What works	What does not work
Engagement and co-design	<p>Direct, personal engagement, and onsite presence that is visible, accessible, and regular</p> <p>Clarity and transparency about the co-design process and next steps, followed by 'sticking' to the process (e.g. simplifying complexity, documentation of decisions)</p>	<p>Inconsistency between co-design messages/ intentions and the reality of constraints (e.g. timeframes, agility, tolerance for risk)</p> <p>Multiple changes to the planned co-design process in the face of public opposition or perceived political risks</p>
Materials and installation	<p>A 'look and feel' that aligns with the surrounding environment and fosters community acceptance</p> <p>Materials that are durable, practical, and don't look cheap</p>	<p>Having no clear purpose or function regarding materials/design, or a limited link to a permanent solution</p> <p>Timeframes and materials that create supply chain pressures and maintenance issues</p>
Monitoring and evaluation for adaptation and retention	<p>Shared understanding of success criteria</p> <p>Using a range of data collection techniques, and embedding them into communication and engagement plans</p>	<p>No agreed evaluation framework or shared understanding of success</p> <p>Vocal opponents having undue influence over decisions, despite evidence of successful outcomes or support from project beneficiaries</p>

Taking a systems view



Challenges and constraints

Many of the challenges identified also reflect the complex system and the need to plan accordingly in programme and project design. Cause and effect relationships were evident across different levels in the system; for example tight timeframes for applying for funding and delivering projects had impacts throughout the project cycle. It was clear different stakeholders had different expectations and perspectives and that projects needed appropriate resources and strategies in response. Boundaries to influence and control were also identified, perhaps best illustrated by inevitable limits to the effectiveness of any engagement strategy in some contexts. These boundaries had expression and impact elsewhere in the system, for example, through public opposition and the likely erosion of social licence in some cases. Unexpected consequences were also identified, of most concern negative impacts from projects on the health and welfare of project staff and community partners alike. The evaluation indicates that some aspects of programme design, including propositions of the ISFP Fund intervention logic model, require further consideration.

After participation in the Innovating Streets Fund, survey and interview findings indicate that practitioners believe Innovating Streets projects are difficult to deliver. Common explanations for this include constraints in capacity, capability, resourcing, and time, the need to further develop stakeholder buy-in, and that it will take time to develop innovative systems, procedures, and mindsets. The Innovating Streets fund has helped to identify system barriers to innovative street reform (e.g. legislation and guidance is being developed to make it easier to temporarily close streets to vehicles in specific scenarios); however, collectively the results reinforce that ISFP should continue to identify and address constraints through a range of interventions across the Innovating Streets system.



Power and partnerships

The concept of tactical urbanism developed as a 'bottom-up process' led by the community and in response to where the control over urban development decision making lay. Practice has evolved over time and has increasingly been adopted by private sector interests and government agencies. This means that tactical projects may now reflect many variants in the level of community participation and control and in other characteristics (e.g., degree of authorisation, structure, formality, and power sharing).

Many programme and project staff highlighted projects that had achieved authentic community engagement and how it positively impacted community ownership and commitment, community development, shared decision making. However, community engagement and participation is undoubtedly challenging, and is perhaps unachievable in certain contexts.

This evaluation has identified that there can be challenges and tensions when the principles of tactical urbanism are adopted by local authorities and when communities are invited or asked to participate. At the outset, and as a minimum, collaborations between local authorities and community partners should be established following principles of effective partnership and ensuring partners have full understanding of scope and boundaries. Further consideration is needed regarding appropriate community input objectives going forward and when, where, and how to achieve these.



So what?

This evaluation shows that the ISFP Fund has achieved or has made progress towards achieving intended short-term outcomes. The Innovating Streets approach can enhance design solutions, bring forward benefits, foster relationships with the community, and garner support for more permanent solutions. Most importantly, significant learning has occurred and there is now a much better understanding, both nationally and locally, of what is required to ensure Innovating Streets projects are successful.

A range of evidence from the evaluation supports core propositions of the intervention logic model underpinning the fund, however, the need to revisit aspects of the model are also indicated. For example, questions are raised as to whether and to what extent individual projects in isolation (and separate to a national or city-level conversation for change) can increase social licence for street reform. There have also been significant challenges, many of which reflect the complex system and the programme's early stage of development. The challenges and constraints identified reinforce the importance of the Innovating Streets Programme continuing to intervene at all levels in the system. Further, tactical urbanism developed as a bottom-up community-led process and there can be challenges and tensions when the concept is led by national and local authorities - purposeful planning and careful attention to issues of power and control are needed. Similarly, the evaluation suggests that tactical urbanism may be more suited to some settings and projects than others; supporting councils to be discerning about where, when, and how to use tactical urbanism will be important moving forward.

A rapid transformation of urban environments is needed to create safe, healthy, and liveable towns and cities, and respond to the climate change imperative. This evaluation suggests that Innovating Streets has a significant role to play in this transformation; however, a focus on continuous improvement, sector capability, national leadership, and overcoming system constraints is needed to maximise the benefits of an Innovating Streets approach.

The evolution of Innovating Streets

The evaluation has identified a range of recommendations and considerations that can inform the future direction of Innovating Streets. These recommendations are summarised below and outlined in more detail in the full evaluation report.



Communications

- Implement a national-level communications strategy to explain the need, mandate, rationale and approach of local Innovating Streets projects.
- Further define the communications support required and expected at the project level; reset the funding model accordingly.
- Consider establishing a communications and engagement special interest group within the CoP.
- Develop strategies to minimise the negative impact that social media can have on projects

Partnerships and collaboration

- Ensure project teams are established in accordance with key principles of effective partnerships, particularly when local authorities work collaboratively with community partners.

Capacity and capability

- Sector capability development should continue to be a key objective. Capability development will require a continued focus on addressing system level constraints to practice, using a range of interventions.
- Further develop local cases studies and current resources, drawing on the evidence and learning derived from the current suite of Innovating Streets projects.
- Further development of the CoP.
- Continued professional development in core areas (e.g., co-design method).
- Develop professional development in newer areas of practice for transport practitioners (e.g., conflict resolution, values analysis, cultural competency, cross cultural engagement, social media, temporary materials).

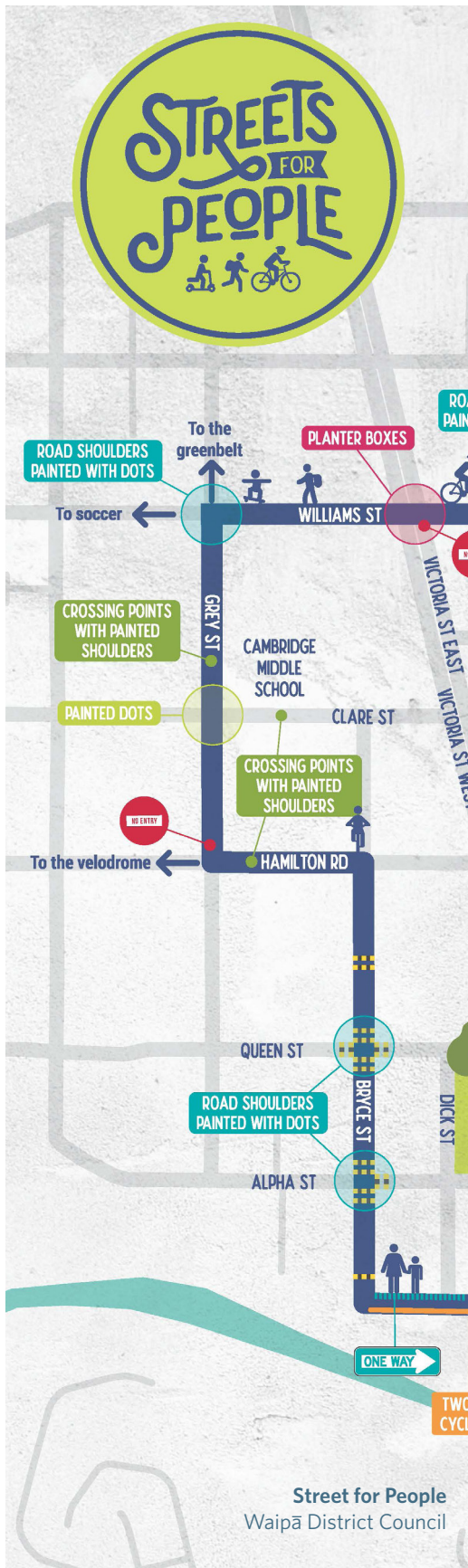


Monitoring and evaluation

- Clear criteria for judging performance and success should be established at a national and local level. Criteria should cover process and outcome dimensions and should include partnership, collaboration, community engagement and decision making.
- Criteria should reflect the full range of project accountabilities – to the funder, the delivery organisation, the community, and other key stakeholders.
- The relative importance of different criteria needs to be defined so overall judgements of merit and worth are possible and so that the significance of stakeholder opposition can be interpreted and acted upon appropriately.

Installation, materials and costs

- Waka Kotahi should continue to develop current guidance on temporary materials paying particular attention to aesthetics, context, durability, practicability, direct and indirect cost.
- Clear explanations of the purpose and affordances of temporary materials should be integral to any future national and local communications strategy.
- Supply chains and the availability of materials should also continue to be a focus, as programmes like the ISFP Fund can have a significant impact on market supply and demand.
- Waka Kotahi may have further roles in managing the cost of materials (e.g., through bulk purchasing), however, guidance here is beyond the scope of this evaluation.



Programme and project design

- Ensure the scope of any future funding is clearly defined.
- Consider funding fewer Innovating Streets projects in the future, with projects and delivery organisations selected to optimise the likelihood that projects will deliver significant results and further best practice learning.
- Consider increasing the number of project development gateways, with gateways focused on ensuring that foundations for success are established.
- Based on this evaluation, undertake further definition of essential skills and capacities for success.
- Ensure delivery timeframes support any specified practice approach (e.g., tactical, co-design).
- Ensure funding, programme, and project design give as much certainty to stakeholders as possible.
- Consider optimal funding models for the sustained development of tactical skills and experience in smaller and larger delivery agencies.
- Consider further training and incentives to increase the willingness and ability of delivery organisations to maintain the course of trials in the face of local opposition (i.e., when maintaining the course is the appropriate action for optimising decision making).
- Ensure the design of programme and project systems protect staff and all stakeholders from harm.



INNOVATING STREETS FUND EVALUATION

FINAL REPORT

Michael Blewden | Ali Raja | Anna Nord | Greer Hawley | Kat Gilbert

8 APRIL 2022

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1			
2			

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Mackie Research is an organisation providing high quality independent human systems research and consultancy services. Mackie Research has expertise across a range of areas including transport human factors (road safety and sustainable transport), recreation, equipment design, evaluation and other areas where interactions between people and their environment or the things that people use are important.

Authorship: This document was written by Michael Blewden. For further information, please contact Hamish Mackie using the contact details below.

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Mackie Research:

Physical address
Level 2 Princes court
2 Princes Street
Auckland 1010

Postal address
PO Box 106525
Auckland City
Auckland 1143



Ph 09 394 7041
MB 021 067 0337
www.mackieresearch.co.nz

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1. EVALUATION OF INNOVATING STREETS FOR PEOPLE FUND

1.1. About this report

Mackie Research worked in partnership with Waka Kotahi to evaluate the short-term outcomes from the 2020/21 **Innovating Streets for People (ISFP)** Fund. This report presents and discusses the evaluation findings and provides direction to the ISFP programme.

While the evaluation was primarily focused on ‘programme’ level outcomes, what was learnt about practice and any unintended consequences were also examined. The evaluation data provided by teams was aggregated and is presented in this report to describe project level outcomes.

1.2. Evaluation framework

The design of the evaluation was guided by an evaluation framework (Appendix D) developed collaboratively by Mackie Research and Waka Kotahi. The framework comprises the ISFP Fund intervention logic model, intended short, mid, and longer-term outcomes, the evaluation questions, performance standards or targets (where established), measures, and data collection methods. The intended short-term outcomes and evaluation questions addressed by this evaluation are presented in Table 1.1.

Table 1.1: Intended short term outcomes from the ISFP Fund and evaluation questions

Short term outcome	Evaluation questions
Awareness, content, and use of ISFP resources are enhanced through ISFP Fund projects.	<ul style="list-style-type: none">• Was there raised awareness of the resources?• Did learning from projects enhance the resources?• Did enhanced awareness and content increase use of the resources?
Meaningful community and stakeholder engagement and participation in the design and delivery of Innovating Streets projects.	<ul style="list-style-type: none">• How and to what extent did community and stakeholder inputs shape projects?
The design of Innovating Streets projects are enhanced through tactical approaches (e.g. trials, tests); risks are reduced.	<ul style="list-style-type: none">• Did tactical approaches enhance project designs? What design changes were made?• How were risks managed or reduced through tactical approaches?
Innovating Streets projects achieve their intended outcomes.	<ul style="list-style-type: none">• Did projects achieve intended outcomes?
Sector gains knowledge, skills, experience, and confidence delivering Innovating Streets projects.	<ul style="list-style-type: none">• What capability gains were achieved through projects?• Did engagement and participation improve co-design capability?
Process and regulatory barriers to Innovating Streets projects	<ul style="list-style-type: none">• What barriers were identified and addressed?• What barriers remain? What is the impact?

are further identified and continue to be addressed.	
Innovating Streets projects demonstrate how a tactical approach can lower costs.	<ul style="list-style-type: none"> • What was learnt about the lower cost or cost saving potential of a tactical approach? • What risks or limitations were identified from lower cost approaches? (e.g. limitations of materials)?
There is a growing Community of Practice (CoP) valued by the sector	<ul style="list-style-type: none"> • What was the contribution and value of the CoP in building sector capability, sharing learning, and advancing practice? • What were the constraints or limitations of the CoP?

The ISFP Fund intervention logic model comprises a set of propositions (Appendix E) about how and why activities and outputs from the fund are expected to contribute to intended outcomes. The propositions were informed by a review of programme documents and through consultation with Waka Kotahi staff. The propositions were tested as a central objective of the evaluation.

Note that given the complex system context for innovative street reform, the delivery of Innovating Streets projects alone is unlikely to be sufficient to achieve intended longer-term outcomes. For example, if projects generate valuable learning about good practice, whether this builds sector capability will depend on the effective dissemination of the learning. The intervention logic model acknowledges programme boundaries and that boundaries must be considered when judging performance.

Note also that the logic model was initially developed to provide a simple description of the ISFP Fund programme theory; consequently the model is overly simplistic (e.g., linear) given the system context (Hargreaves 2010; Funnell and Rogers 2010). The evaluation findings should next be used to inform the further development of the model and the overall programme theory, including a fuller description of how ISFP is positioned within and is expected to contribute to the wider system.

1.3. Evaluation approach

The evaluation approach drew from theory-driven evaluation (Funnell and Rogers 2011), system evaluation (Hargreaves 2010), and utilisation focused evaluation (Patton 2008). The theory-driven approach meant the design of the evaluation was guided by the ISFP Fund intervention logic model as described above. As far as possible, system principles informed the design of the evaluation and the analysis and reporting of the findings.¹ Following a utilisation focused approach, the evaluation was designed to optimise utility to end users. Waka Kotahi staff were involved in the design, conduct, and reporting of the evaluation.

1.4. Evaluation methods

The evaluation data was collected and analysed through five methods, each detailed below.

¹ The evaluation was attentive to: interactions and dependencies between system elements; boundaries of influence and control; the different perspectives of different stakeholders; cause and effect relationships and impacts at different levels; the role and influence of feedback mechanisms; potential delay between actions and consequences; and unexpected consequences.

1.4.1. Synthesis of monitoring data

Programme administration data was synthesised to describe the activities and outputs of the fund. Core outputs were the number and type of projects funded, the location of projects, and implementation outcomes (e.g. withdrawn, delivered, plans to install permanently).

1.4.2. Sector surveys

Project team members were invited to complete an online survey early in the set-up of projects (Survey One, Appendix F) and, again once projects had been delivered (Survey Two, Appendix G). Both surveys examined the achievement of short-term outcomes including capability development outcomes. The survey questions were informed by the evaluation framework and the evaluation questions. Responses to questions in Survey One provided 'baseline' on key outcomes with responses to identical questions in Survey Two compared to determine any shifts over time. Note that all comparisons are for total respondents and that the individual responses of respondents to both surveys were not compared.

Invitations to take part in both surveys were emailed by Waka Kotahi to Innovating Streets Council staff and consultants listed on Waka Kotahi records. The surveys were also distributed through Community of Practice (CoP) channels. Respondents may have been directly involved in projects or may have had an interest in some other capacity. Some consultants on the Waka Kotahi provider panel may have completed the survey but may not have been directly involved in project delivery.

Both surveys were hosted on the Mackie Research SurveyMonkey platform. The first was conducted between November and December 2020; the second between June and October 2021. Regular reminders were sent during both periods of surveying. Eighty respondents completed the first survey and 54 completed the second. The survey data was exported to Excel and analysed using quantitative and qualitative methods.

1.4.3. In-depth interviews with project team members

A total of n=15 in-depth interviews were conducted with Council staff, consultants, and community partners involved in the projects funded. Short-term outcomes were examined and key learning was captured (see Appendix H for interview topic guides). Interview participants were purposively selected by Waka Kotahi to reflect a range of projects by type, location, size, project implementation, and level of community support or opposition

Waka Kotahi initially emailed participants and invited their participation. The details of those accepting the invitation were then emailed to Mackie Research to complete recruitment. Participants were sent an information sheet and consent form and received further written or verbal information as necessary. A further email and scheduled calendar appointment was sent upon the confirmation of each interview.

Individual, paired, and small group interviews (three to six participants) were conducted, with each taking about one hour. Most interviews were conducted by online video conference or telephone. With participant consent all interviews were recorded and later transcribed.² Key learning summaries were written from each transcript with these emailed back to participants for validation; a small number sought minor modifications.

² Using online transcription software.

1.4.4. Synthesis of project case study reports

Project teams submitted a final project report to Waka Kotahi using a report template. At the time of this report, 44 reports had been received with some reports covering more than one project. Teams included project evaluation results within their reports or in accompaniment. The reported data was aggregated and a range of qualitative and quantitative methods were used to analyse the data.

1.4.5. Feedback workshops

Two workshops were facilitated to further collate learning. The first (26/07/21) was held with members of the Waka Kotahi ISFP team and examined the design and performance of the team (e.g. roles, systems). Participants in the second (28/07/21) were members of project teams who had been involved in project communications ('comms') and engagement. This workshop focused on strategies employed, practice challenges, key learning, and future needs. Both workshops were videotaped and key learning summaries were produced for each. Thematic analysis was undertaken to derive key learning themes.

1.5. Evaluation limitations

As noted, the current ISFP Fund intervention logic model should be further developed based on the evaluation findings and future objectives. This evaluation has not considered the role or performance of the programme in the wider transport system and the logic model should be extended to describe this. Ideally further development would also be informed by a review of relevant literature. A literature review was not in scope for this evaluation nor was this undertaken to inform the current model.

Given the learning and development focus of the ISFP Fund, the current evaluation framework provides limited performance standards (targets) or descriptions of what success would look like. 'Effectiveness' was the main evaluation criteria and the evaluation primarily focused on the achievement of short term outcomes; this meant there was limited examination of performance on other criteria. Collectively, these factors meant that an overall judgement of the merit and worth of the ISFP Fund was not drawn. Given the extensive learning that has now occurred from the current tranche of projects, any further evaluation of the ISFP programme should be accompanied by further development of the evaluation framework, including performance targets.

It was beyond the scope of this evaluation to determine the quality of the project level evaluation data collected and reported by each project team. Data analysis was primarily limited to the aggregation and thematic analysis of the data. Note also that some project treatments had only just been installed at the time of this report or that the collection of evaluation data was on-going. Further, not all project teams had submitted a project report at the time of this programme evaluation report.

There were method and data source limitations in the extent to which some propositions in the intervention logic model could be examined, particularly at a project level. For example, there is limited detail on how stakeholder inputs were used by teams to inform solutions or how trials were used to identify design revisions and improvements. There is also limited detail on whether and how projects were used to identify and address constraints on practice. Similarly, there is limited detail on cost savings or the potential for cost savings through a tactical approach. Reviews

conducted by delivery organisations may provide further information in such areas.³ Further learning about material and costs will also be disseminated by Waka Kotahi through other channels. Local case studies will be developed from all the available evaluation data and these will also provide more detail.

Average results are reported for some survey questions to give an overall description of results, including any shifts from Survey One and Survey Two. Note that the reporting of averages provides limited description of the range of results and individual differences. In all cases where averages are reported, the survey results are reported in full as Appendices. The full data enables deeper examination of the results should the reader require this.

To reduce response burden on project team members, a number of questions asked in Survey One were not asked in Survey Two. This included removing questions that asked respondents to explain their answers to some rating questions. This means that explanations for some rating results from Survey Two are not available.

³ Auckland Transport's review is available as an example of their Innovating Streets programme including innovations established for approvals and other regulatory processes.

2. BACKGROUND

2.1. Innovating Streets for People

The Innovating Streets for People programme was established by Waka Kotahi in 2018 to trial a new way of designing and delivering transportation infrastructure, typically in local and lower speed environments. The ISFP programme is the first programme in New Zealand targeted at building capability in rapid reallocation of streets space to contribute to the completion of active transport networks. It is part of delivering on the government's goals to create liveable cities and thriving regions and was a flagship programme for [Keeping Cities Moving](#), Waka Kotahi's national mode shift action plan.

2.1.1. The Impetus for Innovating Streets

Investment in walking and cycling in Aotearoa has increased significantly in the past decade, with the government policy statement (GPS) activity class for walking and cycling experiencing a 700% increase since 2010. However, even with the increase in spending, less than 10% of urban cycle networks are complete in Aotearoa. This can be attributed to limited investment in capability across the sector, particularly in the reallocation of urban streets to create safe space for walking or cycling. The immaturity of the sector and use of traditional approaches to delivery transport infrastructure has led to escalating costs in business cases, slower than forecasted delivery of networks, and infrastructure that does not always reflect community aspirations.

When finalised, the Emissions Reduction Plan (ERP) will identify interventions and set targets to reduce transport emissions, with the objective of reducing vehicle kilometres travelled by 20% by 2035. Given the lag in the delivery of electric vehicles and public transport schemes, walking and cycling will need to work harder in the early years. Of journeys under 5km, 75% will need to be active transport to meet targets. Most of these journeys are currently driven however could easily be walked or cycled in the right conditions (e.g. safe routes to school, appropriate infrastructure).

The ISFP programme is designed to equip the sector with skills and experiences needed to deliver several hundred kilometres of changes each year in order to meet the ERP mode shift targets. Beyond developing sector capability, the programme aims to tackle business as usual processes inside Waka Kotahi and within local government partners that are barriers to delivering change.

2.1.2. Co-design and tactical urbanism

Co-design and tactical urbanism are central to the ISFP programme. The programme provides guidance on how to use these methods to design and build active transport networks.

Co-design is a collaborative methodology used to develop a sense of ownership and meaningful participation by stakeholders involved in the design process (Waka Kotahi 2020); all stakeholders involved are recognised as bringing valuable knowledge and expertise. Design professionals and other experts work alongside stakeholders to identify the problem or need to be addressed and to develop solutions. The process integrates professional expertise with the lived experience of those impacted. The approach helps to build local ownership, can identify opportunities for social

procurement, and can increase the likelihood that end solutions will be fit for purpose, accepted, and effective (Waka Kotahi 2020).

Tactical urbanism involves the demonstration and testing of urban change proposals using temporary and lower cost materials (Barata & Fontes 2017; Dube 2009; Lydon and Garcia 2015; Waka Kotahi 2020). The approach provides a relatively low risk and low cost way to quickly deliver change benefits, to learn from success and failure, and to inform decisions about permanent installation. Further detail on tactical urbanism, drawing on relevant literature, is provided in Appendix B.

2.1.3. Programme Development

The development of the ISFP programme was informed by a comprehensive problem and need analysis. In an early survey, 34 of 45 practitioners surveyed reported that it was not easy to deliver Innovating Streets projects (NZ Transport Agency 2019). Identified constraints included limited national leadership and practice consistency, entrenched organisational procedures and culture, legislation constraints, and a lack of capability and capacity (see Appendix A).

Respondents surveyed as part of the current evaluation of the ISFP Fund rated their current understanding in four areas of tactical practice similarly across both the sector surveys conducted (Figure 2.1). The majority rated themselves having moderate or high understanding; none reported no understanding.

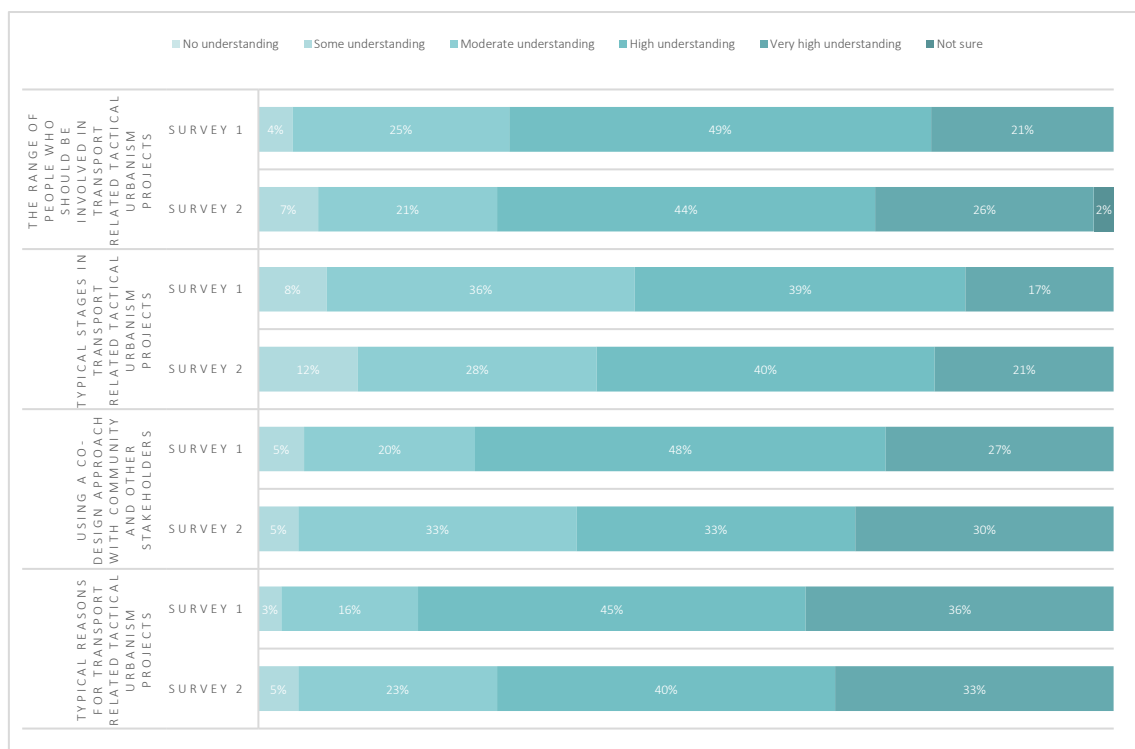


Figure 2.1: Understanding of tactical urbanism practice

Survey One n=75; Survey Two n=42

Over half the respondents to both the sector surveys conducted in the current evaluation did not have previous experience using a tactical approach within a transport context (Table 2.1). Similar proportions did not have previous experience using co-design as a community engagement tool (Table 2.2). Taken together, the knowledge and experience results indicate a base level of

understanding while reinforcing the value of capability development and providing delivery experience.

Table 2.1: Previous involvement in transport related tactical urbanism projects

	First survey (%)	Second survey (%)
Yes	45	33
No	54	67
Not sure	1	-
	n=74	n=49

Table 2.2: Previous experience in use of co-design as a community engagement tool

	First survey (%)	Second survey (%)
Yes	47	37
No	52	59
Not sure	1	4
	n=75	n=49

In response to the earlier findings from the ISFP programme needs analysis of limited previous relevant experience, Waka Kotahi strategically designed the programme to enable as many Councils as possible to gain experience in reallocating streets space, and in addressing system constraints. The ISFP programme is a system change intervention (Abercrombie et al 2015, Hargreaves 2010), focused on shifting established patterns of process and practice and removing barriers to transitioning streets to safer, more accessible, and more liveable spaces for people. The programme seeks to change underlying structures at many levels (e.g., beliefs, values, relationships, policies, procedures) (Foster-Fishman et al 2007; Hargreaves 2010).

Funding local projects enabled ‘learning through experience’, which was complemented by a support package for all project teams.



Figure 2.2: Team involved in Maximising Māngere

Funding local projects enabled ‘learning through experience’, which was complemented by a support package for all project teams. Supports included the ISFP programme website (including case studies and best practice guidance⁴), the Tactical Urbanism Handbook (Waka Kotahi 2020), facilitation of a CoP, subject matter expert advice, and monitoring and evaluation support. These activities, all outputs, and relevant evaluation findings, are detailed in Chapter Three, Programme Delivery.

⁴ For example, see Appendix C for recommended Innovating Streets projects design characteristics.

2.2. 2020/21 Innovating Streets for People Fund

The 2020 ISFP Fund was launched to support the delivery of Innovating Street projects throughout New Zealand between July 2020 and July 2021. The funding was awarded in two tranches with Road Controlling Authorities and Territorial Authorities invited to apply through a Call for Application process.

Key features of the fund included:

- a Financial Assistance Rate of 90%, with a maximum amount of \$1 million per project
- funding for projects that make temporary or semi-permanent physical changes to urban streets, in advance of future permanent upgrades.
- project delivery within 1 financial year (by 30 June 2021).

Project proposals were evaluated against the projects strategic fit, delivery capability and capacity, and value for money. The ten specific evaluation criteria are listed below:

Strategic fit

- Improves safety, transport choices and liveability of a place.
- Is effective at: reducing vehicle speed and/or, creating more space for people on our streets and/or, making walking and cycling more attractive.
- Aligns with an existing Council plan/programme or strategy.
- Includes a pathway to permanent change in the future.

Ability to deliver

- Strong likelihood of delivery within the timeframe of the fund.
- Demonstration of how the project will be developed and delivered based on co-design with key stakeholders and community.
- Realistic and appropriately resourced team, milestones, and costs. Key risks and mitigation actions are identified.
- Clear process for monitoring and evaluation to demonstrate success of delivery.

Value for money evaluation criteria

- The amount requested is reasonable for the activities involved and expected benefits of the project.
- The project can demonstrate opportunity to improve efficiency or de-risk future permanent upgrades, resulting in value for money.

3. PROGRAMME DELIVERY

The ISFP Fund supported 78 Innovating Streets projects in 32 towns and cities across Aotearoa New Zealand. Thirty-three Councils and Road Controlling Authorities (RCAs) worked with Kāinga Ora, Panuku Development Auckland, and other organisations, local business and community partners to deliver projects. Total funding awarded was \$22,505,532 with an average spend per project of \$288,532.⁵ Projects ranged between in \$40,000 and \$1 million in value.

This section details what was delivered through the ISFP Fund including all support resources.

3.1. Learning through experience

Waka Kotahi team members believed the scale of the programme contributed to the relatively rapid spread of awareness about innovative street reform across the country. Regardless of whether projects were installed or removed early, by funding 78 projects, hundreds of people gained practice and project experience. Figure 3.1 shows the number of applications to the fund, the number of projects funded, and the status of projects as of October 2021.

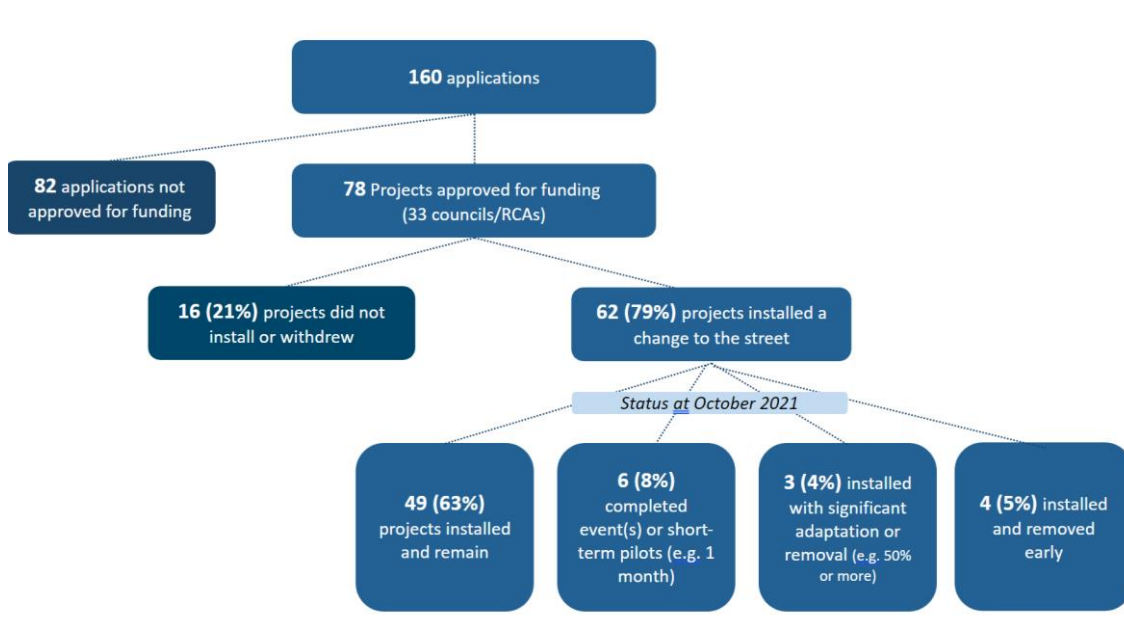


Figure 3.1: Innovating Streets Fund project applications, approvals, and delivery outcomes

⁵ Based on 78 projects.

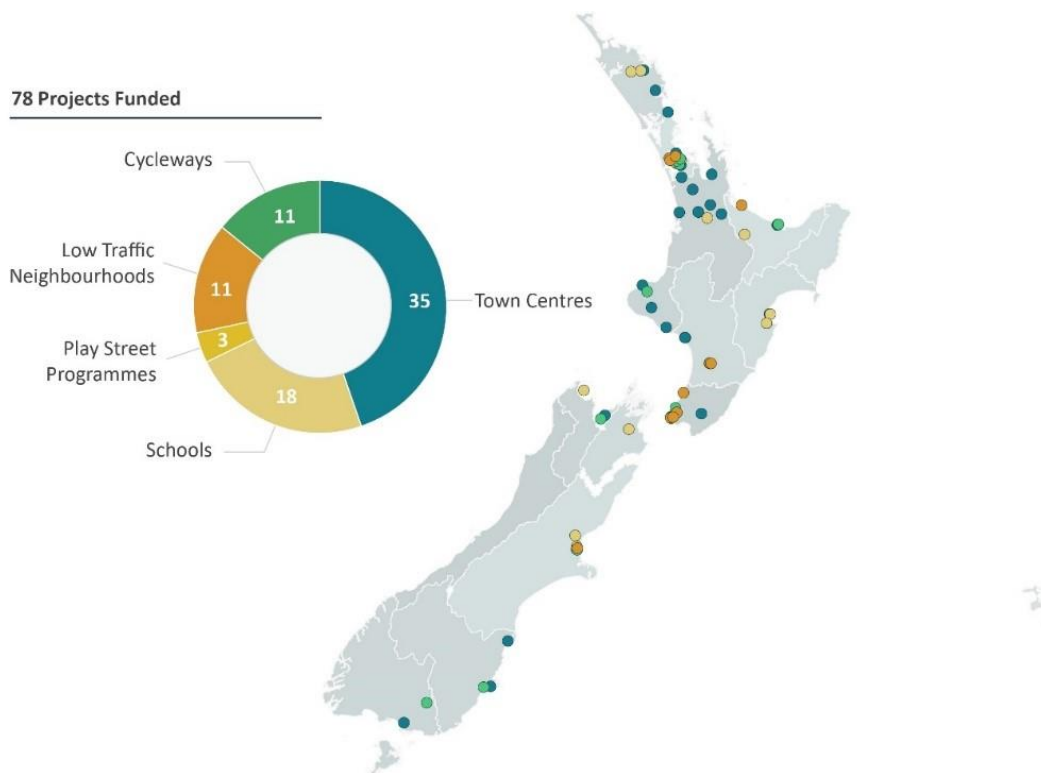


Figure 3.2: The number, type, and location of Innovating Streets projects

Figure 3.2 and Table 3.1 highlight the significant range in terms of Innovating Streets project type, geographical location and the specific treatments installed. Treatments ranged from kerb buildouts and speed cushions, to parklets, pedestrian crossings, and cycleways. In most cases, projects were made up of multiple treatments.

Table 3.1: Types of Innovating Streets treatments delivered

Treatment	(n)	Treatment	(n)
Kerb buildouts	26	Cycleways	8
Speed humps, speed cushions, speed tables	23	Cul-de-sac (restricted access for vehicles)	6
Roadway art, footpath art, murals	23	Shared space	5
Pedestrian crossings	23	Traffic circle	4
Parklets	12	Signage	3
One-way streets	8		

n=37 Innovating Streets project reports: table shows treatments reported in three or more reports.⁶

⁶ Treatments reported by two projects were: Play trail/street; Modal filters/gateway treatments; Flexi-posts; Intersection layout changes: Treatments reported by one project were: Diagonal diverter; Solar street lighting; Bench seating; Recycled materials; Separators; Signal timing; Connected tracks; Footpath improvements; Berms; Moveable planters; Painted roundabout; No right turn; Interactive art; No entry; Outdoor dining.

3.2. Waka Kotahi Resources

Waka Kotahi developed a package of resources to guide project teams through the new approach to designing and delivering transport projects. These supporting resources include the CoP, the Aotearoa Tactical Urbanism Handbook, and on-demand subject matter expert (SME) advice. This section provides findings on the usefulness of the CoP and the handbook, while Chapter Four presents feedback from the Waka Kotahi team on how to enhance the SME role.

3.2.1. Community of Practice (CoP)

The Innovating Streets Community of Practice (CoP)⁷ provided a forum for project team members to share practice ideas, challenges, and learning. The intended short-term outcome was the further development of the CoP, valued by the sector and which contributes to the development of sector capability. Consistent with these objectives, administration data shows that the CoP had over 300 participants. Twenty one live sessions⁸ were delivered, with 35 to 50 people attending each. Results from the sector surveys further confirmed high awareness and use of CoP webinars throughout (Table 3.2); for example, almost all respondents (97%) to the second survey had participated in a webinar.

Table 3.2: Awareness and participation in Community of Practice webinars

	First survey (%)	Second survey (%)
Aware of CoP webinars? ⁹		
Yes	92	-
No	7	-
Not sure	1	-
	(n=74)	-
Have participated in CoP webinars?		
Yes	87	97
No	13	3
Not sure	-	-
	(n=68)	(n=39)

Respondents were asked *How useful have the Community of Practice webinars been in your work or involvement in transport related tactical urbanism projects?* Figure 3.3 shows that the majority of respondents to both surveys rated the CoP webinars as highly useful, Meeting the CoP performance targets. In addition, ratings of usefulness strengthened in Survey Two suggesting that value increased over the course of projects. This finding might suggest that the value of webinars increased for practitioners as they got closer to the delivery stage of projects.

⁷ Note the CoP had its initial beginnings in the earlier stages of ISFP with the earlier process evaluation reported there was an emerging, activated, and motivated CoP (Blewden and Mackie 2020).

⁸ Included four international speakers.

⁹ Question not asked in Survey Two.

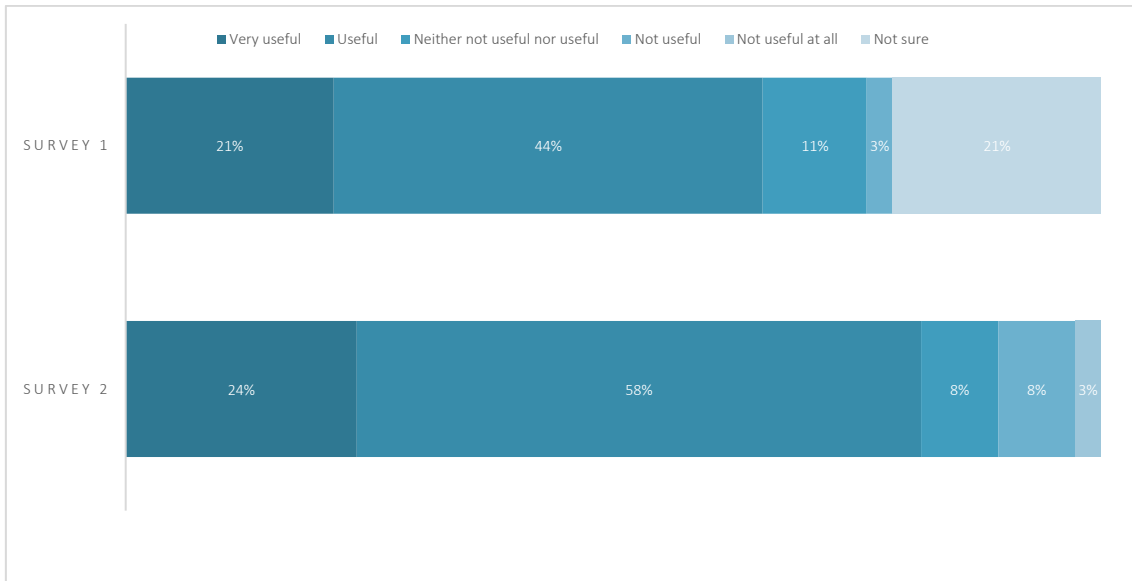


Figure 3.3: Usefulness of Community of Practice webinars

Survey One n=75; Survey Two n=38

Table 3.3 shows the reasons respondents gave for their ratings of the usefulness of CoP webinars (see Appendix J, J.7 for the full verbatim responses). All results can be used to guide further development.

Table 3.3: Explanations for rating of usefulness (Community of Practice webinars)

	Very Useful/Useful		Neither/Not useful/Not sure	
	Survey One	Survey Two	Survey One	Survey Two
Shared experience/conversation	15	12	-	2
Tips, ideas, resources for own project	15	16	-	-
Could be more structured, specific, and efficient	5	3	2	5
Lacked specific information to apply	4	2	2	4
Useful for specific groups (e.g., new practitioners)	2	1	3	1
Number of responses	<i>(n=35)</i>	<i>(n=25)</i>	<i>(n=4)</i>	<i>(n=7)</i>

Consistent with the previous findings, Waka Kotahi team members described the CoP as a safe and constructive place for learning and as a forum that had helped to energise project teams. However, consistent with explanations above, it was recognised that it was not always optimal to schedule sessions on specific topics at set times; teams were often in different stages of development and participants typically wanted information of immediate relevance. Delivery pressures also reportedly limited the extent participants could approach projects as a broader professional development opportunity.

It was also reported that the CoP had limited reach beyond immediate participants. Initial thinking had been that a relatively small group might deliver most value, however, this required participants to disseminate learning to others, and this did not always occur. Local authority staff beyond immediate team members, a wider group of consultants, and some wider members of the Waka Kotahi team, did not access the CoP, when this may have been of benefit to them.

Clarifying access to the CoP seems important as does enhancing reach and influence. The ISFP process evaluation also recommended that the programme should now engage 'next tier'

stakeholders (Blewden and Mackie 2020). Increasing reach may require the greater use of digital platforms and greater flexibility in information posting and access. Strategies to encourage peer to peer learning, and participation as professional development (not contract compliance), may also be required. The further synthesis or ‘spotlighting’ of key information may also help, as the volume of information available can be a barrier.

3.2.2. Tactical Urbanism Handbook

Drawing from international best practice and local evidence, the handbook provides a ‘how to’ guide for the design, delivery, and evaluation of Innovating Streets projects using a tactical approach (Waka Kotahi 2020). Content from the handbook with particular relevance to the evaluation is summarised in Appendix I.

Administration data shows that the handbook has been downloaded by 560 times. Results from the surveys also show that awareness and use was high, although it is notable that about one in five respondents to both surveys did not use the handbook (Table 3.4).

Table 3.4: Awareness and use of the Tactical Urbanism Handbook

	First survey (%)	Second survey (%)
Aware of Tactical Urbanism Handbook?¹⁰		
Yes	96	-
No	4	-
Not sure	-	-
	(n=75)	-
Have used Tactical Urbanism Handbook?		
Yes	80	79
No	18	21
Not sure	1	--
	(n=71)	(n=43)

Ratings of the usefulness of the handbook dropped in the second survey, however, ratings were high overall (Figure 3.4). Respondents were asked *How useful has the Tactical Urbanism Handbook been in your work or involvement in transport related tactical urbanism projects?* Over three quarter (79%) of respondents to Survey One rated the handbook as Very useful or Useful and about two thirds (65%) provided the same rating in the second survey. However, the proportion of neither ratings in the second survey (29%) suggests the potential to further develop the handbook.

¹⁰ Question not asked in Survey Two.

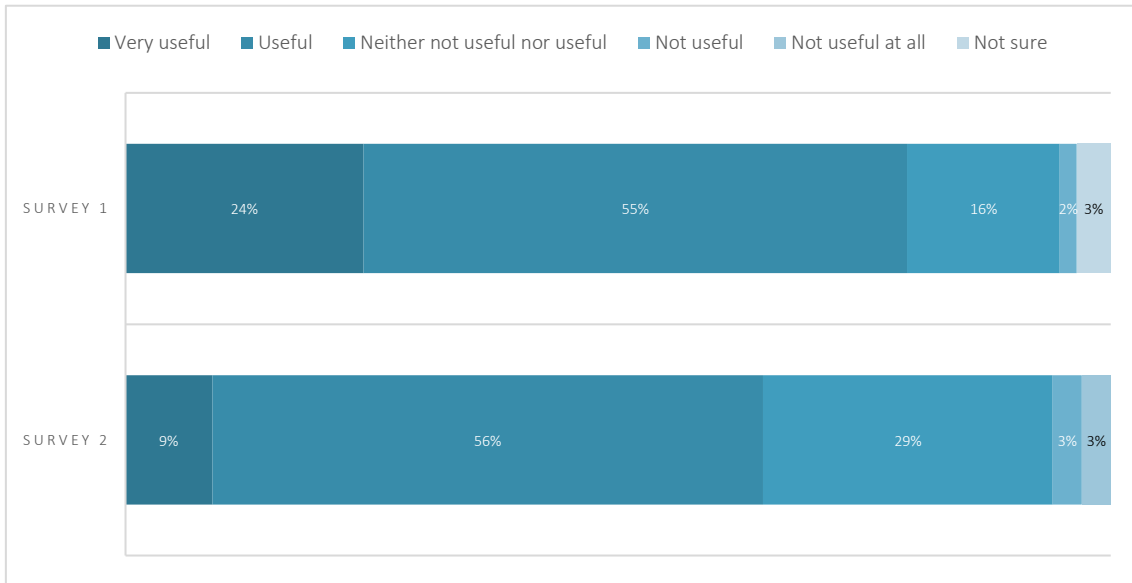


Figure 3.4: Usefulness of Tactical Urbanism Handbook

Survey One n=58; Survey Two n=34

Table 3.5 shows the reasons respondents gave for their usefulness ratings of the handbook. Responses are grouped in the table for Very useful/Useful and for Neither/Not useful/Not sure (see Appendix J, J.6 for the full verbatim responses). The results suggest the Handbook may have been most useful at the beginning of projects, but more specific project concerns took over as projects progressed. All results can be used to guide further development.

Table 3.5: Explanations for rating of usefulness (Tactical Urbanism Handbook)

	Very Useful/Useful		Neither/Not useful/Not sure	
	Survey One	Survey Two	Survey One	Survey Two
Useful information for project delivery	21	13	-	3
Useful for specific groups (e.g., new practitioners)	-	2	6	1
Not relevant to current stage of project	-	-	3	3
Gives insight to expectations	3	2	-	-
Lack of detail	-	2	-	1
Does not address challenges unique to projects	1	1	-	-
Good examples of engagement	1	1	-	-
	(n=24)	(n=16)	(n=9)	(n=9)

3.3. Realising benefits in advance of permanent infrastructure

ISFP projects demonstrated how tactical urbanism can be used to bring forward benefits. For example, project level outcomes reported included reduced vehicle speeds and volumes, more people cycling, walking, or scooting, safer and more accessible environments for pedestrians and cyclists, an increase in the number of people spending time in an area, and increased visibility of cultural narratives in the streetscape.

Other outcomes reported included positive community engagement and participation in projects, social procurement delivering local economic benefits, and community support or demand for more street innovation.

This section details the project level outcomes reported in the project reports. While each project had unique objectives, the aggregation of the project data provides a description of the range and type of outcomes achieved through the fund overall.

3.3.1. Key performance metrics

Reduced vehicle speeds

Twenty nine project teams reported a reduction in vehicle speed, and 17 teams identified this as a key project outcome. Tasman's low traffic neighbourhood (Figure 3.5) reported a reduction on three streets.



Figure 3.5: Example: Tasman's Low Traffic neighbourhood (Croucher – Darcy)

Speeds reduced to below 30km/hr on three streets.

- Croucher St: 48km/hr to 22 km/hr
- Elizabeth St: 46km/hr to 22 km/hr
- Herbert St: 44km/hr to 22 km/hr

Reduced vehicle volumes

Seventeen project teams reported a reduction in vehicle volumes. The installation in Gore (Figure 3.6) showed a reduction in traffic volume.



Figure 3.6: Example: Gore City Council, Streets Alive

Traffic volumes became more concentrated onto fewer and more appropriate streets.

Heavy vehicle volumes reduced by:

- 38% on the local road network
- 53% on residential streets

Increased the number of people cycling, walking, or scooting

Twenty-eight project teams reported an increase in the number of people cycling, walking, or scooting. The installation in Cambridge (Figure 3.7) measured an increase of 41% of active mode users during peak times.



Figure 3.7: Example: Waipā District Council, Cambridge, Streets for People

- 300+ people using the pop-up cycleway each day.
- 41% increase in active mode users during school peak times near Cambridge Primary School
- 58% (24) increase in the number of people on bikes.

A safer and more accessible pedestrian environment

Twenty-five project teams reported a safer and more accessible environment for pedestrians and 15 teams identified this as a key project outcome. One project reported a decrease in delays experienced by pedestrians. The installation in Māngere was one such project (Figure 3.8).



Figure 3.8: Example: Auckland Transport, Māngere East, Low Traffic Neighbourhood

More than 70% of evaluation workshop participants agreed street changes are easy and safe to use as a pedestrian

A safer and more accessible cycling environment

Ten project teams reported a safer and more accessible environment for people cycling. One project reported a decrease in delays experienced by cyclists. The Brooklyn Hill Cycleway (Figure 3.9 found survey respondents thought the road was safer for all.



64% of survey respondents say the road is safer for everyone

Figure 3.9: Example: Wellington City Council, Brooklyn Hill Cycleway

Increase in number of people spending time in area/space

Seven project teams reported an increase in the number of people spending time in the treated area or space. Below is an image of the installation in Mary Street (Figure 3.10) and a comment from a local business owner.



*“It makes the town look more vibrant and creates an **atmosphere of community and positivity**. It enhances the retail centre of town by **creating a town square**, which will attract people to the centre of town encouraging them to visit local stores and spend money in physical retail businesses...The space gives an impression that **we are proud of our town and creates a buzz that business will benefit from.**” (Local Business Owner)*

Figure 3.10: Example: Thames-Coromandel, Create the Vibe, Mary Street

Increased awareness of cultural narratives



Increase in proportion of people on Hetana Street (Figure 3.11) who can see evidence of mana whenua narratives from **25% to 57%**

Figure 3.11: Example: Matamata-Piako District Council, Matamata, Hetana Street

Collaboration and strengthened relationships

The earlier process evaluation of ISFP (Blewden and Mackie 2020) stressed that the programme should continue to build local leadership, capacity and ownership, as this would be important for building momentum for change. Consistent with this, community engagement and participation was commonly described by participants in this evaluation as a highlight.

Community engagement and participation was commonly described by participants in this evaluation as a highlight.

Project team members highlighted community involvement in generating ideas and future plans (identified in n=8 project reports), the development of community relationships and community cohesion (n=6), political support (n=6), and participation by children and young people (n=5).

Communication and engagement staff highlighted projects that delivered outcomes of tangible benefit to community members, which built community support for treatments to be made permanent or for further street innovation, and cases where community members had undertaken advocacy roles (e.g., correcting falsehoods promulgated through social media).

Waka Kotahi staff highlighted projects that had involved young people and mana whenua, built community ownership, rebalanced decision-making power, and had supported community development.

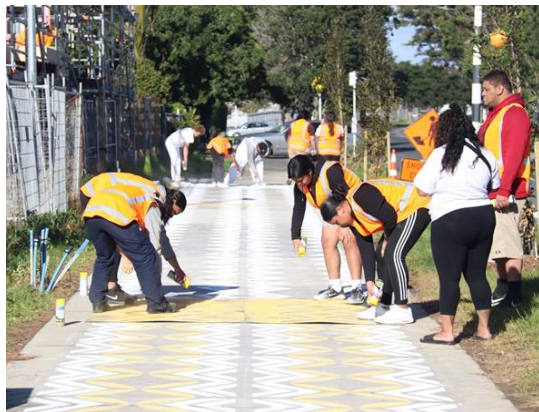


Figure 3.12: Example: Auckland Transport & Kāinga Ora, Maximising Māngere

Increased awareness of local providers like MAU Studio to Kāinga Ora (Figure 3.12), developing a relationship between the two entities to ensure community engagement can continue locally.

3.3.2. Social licence

The ISFP Fund intervention logic model proposes that meaningful stakeholder engagement and participation in projects and positive outcomes from projects will increase social licence for street innovation. This proposition was examined through relevant project level outcomes reported by project teams. Eleven teams reported community satisfaction with treatments and ten reported that projects had generated community support or demand for further innovation. When this occurred, it was in large part due to projects having demonstrated outcomes of benefit and value to local communities. While a performance target was not established for these impacts, these results indicate the potential for projects to build community level support for Innovating Streets objectives.

However, it also seems likely that the public opposition generated by some projects will have negatively impacted social licence (see later discussion). In addition, while mandate and trust (i.e., social licence) could be built (or lost) with a specific group of stakeholders and in relation to a specific project, questions are raised as to whether a single project can deliver a broader mandate for wider change. Communication staff reported that it was difficult using an individual treatment as a vehicle for complex conversations about higher level mandate and rationale (see later discussion). These findings suggest the need to revisit the intervention logic and current thinking about how individual projects might contribute to building social licence, and the strategies and conditions needed for this to occur.

3.3.3. Social procurement

Of the project teams that submitted project reports, 14 contracted six or more local businesses, community organisations, or people as part of their project. Collectively, projects contracted over 160 local businesses or people. Common areas contracted were implementation and maintenance, engagement, planning and design, murals, and roadway art. Contracting was less common for comms and media services.

In **Whanganui** (*Drews Avenue*) over 10 local businesses provided services in design, installation, media, event planning, and catering. In **Māngere** (*Maximising Māngere and Māngere East*) local businesses with established community relationships were contracted to provide engagement and communications services; local procurement that was critical for building community trust and support for the project.



Figure 3.13: Example: Drews Avenue Whanganui

3.4. Organisational outcomes

This section presents the organisational level outcomes identified from the fund and the capability development supports provided.

3.4.1. Key findings

- Project teams commonly reported that projects had gained support for making temporary treatments permanent (reported in 21 project reports).
- A number of teams reported that the commitment of their organisation to undertake innovative street reform using a tactical approach had been strengthened.

3.4.2. Pathway to permanence

Twenty one teams reported that their projects had gained support for making temporary treatments permanent. Fourteen teams reported they would be using the data and learning from their trials to inform the future of projects. A performance target was not set here, however, these reports provide some support for the proposition that a tactical approach provides an option for building a pipeline of permanent innovations, while delivering benefits earlier than traditional infrastructure delivery (Waka Kotahi 2020).



Figure 3.14: Example: Auckland Council, Emily Place, Auckland

The pilot project will remain in place. The future upgrade project has been brought forward in the Council's long term plan from 2024/25 to 2022/23. The data and feedback gathered through the trial will inform the concept design of the upgrade project. Depending on COVID-19 lockdown levels, further opportunities are planned in order to celebrate the installation, gather feedback, and discuss the pathway to permanence.



Figure 3.15: Example: Low Traffic Neighbourhood, Richmond

Tasman District Council has allocated a modest annual budget to Residential Greenways, which is intended to implement these types of neighbourhood treatments. The budget will be allocated to making each remaining trial feature permanent.

3.4.3. Commitment to a tactical approach

There are several instances where participation in the ISFP Fund played a role in strengthening Councils' commitment to innovative street reform.

- In September 2021, Wellington City Council approved a 147km network of cycleways (and an investment of \$226 million) - a tactical urbanism approach is central to their rapid rollout plan.
- Auckland Transport has developed a Regional Streets for People programme (a \$3 million fund to be delivered in the next 3-years).
- Waipā District Council is currently in the process of finalising their Programme Business Case for Biking and micro mobility. They report that the Innovating Streets work will help shape the form and function of many corridors in this business case and the network selection.
- In Tauranga the initial Innovating Streets Project did not proceed to installation; however, they are now investigating options to accommodate active modes along the same route. They report that their participation in the trial has provided a substantial impetus for this next step and is unlikely to have arisen if not for the innovating streets project. Further, many of the techniques employed with that project are to be applied to this new project.
- Some Councils reported that their Innovating Streets projects had reinforced or strengthened an existing commitment to use a tactical and co-design approach. One

described a strengthened desire and confidence to take a leadership role in tactical, co-design, and place-making approaches.

3.4.4. Identifying and addressing system barriers

The experiences of the Innovating Streets project teams reinforce that there are system barriers that can make it difficult to implement (and adapt) street-space reallocation installations. This learning is directly informing legislative and procedural changes, key examples include:

- The Reshaping Streets regulatory review and proposed package of changes to make it simpler and quicker for RCAs to make street changes to support public transport, active travel, and placemaking.
- Play Street Traffic Restriction Guidelines to make it simpler, accessible, and cost-effective for communities to restrict traffic on low-risk streets. The experiences from Innovating Streets projects, such as the Tāmaki Makaurau Community Play Streets Pilot (led by Auckland Council), contributed to the development of these national Guidelines.

3.5. Capability development

It was intended that the process of funding and delivering Innovating Streets projects would enhance the knowledge, skills, experience, and confidence of practitioners to deliver projects. The funding and delivery of projects was also proposed to enhance the content and relevance of Innovating Streets resources, with the aim of positioning these as core to local practice.

This section reports identified capability development outcomes, including impact on the awareness, content, and use of Innovating Streets resources. The development of cases studies and current resources, drawing from all learning, will be on-going.

Key findings

- In both surveys, most respondents rated themselves as having moderate or high understanding in four base areas of tactical practice. However, over half did not have previous experience using a tactical or co-design approach within a transport context.
- Awareness, use, and reported usefulness was high for most of the resources examined, however, there is potential to enhance the Tactical Urbanism Handbook and the CoP.
- On average, respondents to the second survey reported moderate capability development in their Innovating Streets practice.
- Lessons learnt reported by project teams provide further evidence that useful capability development has occurred.
- On average, respondents to both surveys rated Councils as having moderate Innovating Streets capability. Average ratings were lower at Survey Two, possibly further evidence that learning as occurred as a result of project delivery.
- Respondents to both surveys rated the confidence and willingness of their Council to undertake Innovating Streets projects. In all areas examined and somewhat contrary to findings in the previous section, confidence and willingness declined at Survey Two. Differences in sample composition may have been a factor, however the result may also indicate that learning has occurred through project delivery. The result is consistent with the delivery challenges and constraints identified throughout the evaluation.

3.5.1. Personal capability development

Using a five point scale¹¹, respondents to the second survey rated the extent their practice capability had developed through their involvement in projects. Table 3.6 shows the average rating for each area of practice examined (see Appendix J, J.8 for the full results).

Respondents reported moderate capability development on average across all areas. This result is consistent with other findings in the evaluation which show a range of capability development activity and engagement but also constraints. For example, some teams reported that delivery pressures impacted the extent they could learn from the experience of other project teams.

Table 3.6: Self rated capability development

Capability development (Average rating)	
Overall project management	3.4
Defining the problem, need, or opportunity	3.2
Overall project design	3.2
Allocation of project resources (e.g., staffing, budgets)	3.2
Using trials to inform design improvements	3.2
Communications	3.2
Undertaking other community engagement	3.2
Using a co-design approach	3.1
Designing treatments	3.1
Managing stakeholders	3.1
Monitoring and evaluating	3.1
Identifying and sourcing materials	2.9
Integrating projects with related initiatives (e.g., wider strategy)	2.8

n values range between 37 and 43 depending on the area of capability

3.5.2. Lessons learnt

Each project team was asked to report lessons learnt; this learning can be considered another form of capability development. Lessons grouped into six categories, with Table 3.7 showing the number of responses in each.

A main theme was the need to improve in the areas of community-level comms and engagement, planning co-design processes, and comms strategy including social media.

¹¹ 1= No capability development, 2= Some capability development, 3= Moderate capability development, 4= High capability development, 5= Very high capability development.

Consistent with other findings in the evaluation, many teams reported learning related to comms, engagement, and co-design.

Learning related to the establishment of projects and project teams was also common. Key themes were the importance of project set-up (e.g. team construction, resource allocation, defining scope) (n=25) and clear, equitable role allocation (n=13).

Common learning related to project implementation and delivery included the importance of establishing clear project timeframes and optimising the order of implementation (n=16), learning about materials (e.g., importance of aesthetics, durability, ease of use) (n=9), and learning about costs (n=6). Other areas of learning highlighted were better understanding of knowledge gaps, learning about external stakeholder relationships, and learning about monitoring and evaluation.

Table 3.7: *Innovating Streets lessons learnt*

	(n)
Learning about comms, engagement, and co-design	44
Learning about establishing projects and project teams	38
Learning about implementation and delivery	31
Enhanced understanding of gaps in knowledge or practice ¹²	24
Learning about managing external stakeholder relationships ¹³	21
Learning about monitoring and evaluation ¹⁴	14

Number of responses in each area of learning is shown.

3.5.3. Council capability development

Using a five point scale¹⁵, respondents to both sector surveys assessed the capability of their Council in different areas of Innovating Streets practice. Respondents who were not Council employees rated their local Council as far as possible. Table 3.8 shows the average rating for each area of practice examined (see Appendix J, J.9 for the full findings). Note that to reduce response burden, respondents to the second survey were not asked to explain their ratings.

Across both surveys and for all areas examined, respondents gave an average rating of moderate capability. For every area examined, average ratings were slightly lower at Survey Two. Given the small sample sizes, some caution is required when interpreting these results. Differences in the composition of the respondent samples might also be a factor. The results might also indicate response-shift bias, which can occur when respondents' frame of reference for answering questions changes from baseline to post-test (Blome & Augustin 2015; Pratt et al 2000).¹⁶ In this case, respondents may have over-estimated the capability of Councils at the start of projects and then revised their assessment following project delivery. Lower ratings may therefore be further indication that learning has occurred, for example, greater understanding of the capacity and

¹² Need to improve processes for analysing community feedback, including negative feedback (n=7); need to upskill internal knowledge (re: tactical urbanism, road management) (n=5); community has limited understanding of a tactical approach (n=4); Organisational systems and procedures not sufficiently agile/responsive (n=4); Need to improve ability to undertake design or treatment revisions (n=4).

¹³ Importance of a local champion/community partner (n=9); Importance of early engagement with mana whenua and politicians local champion/community partner; Importance of clear co-working strategy with community partner (n=4).

¹⁴ Need to improve monitoring and evaluation strategy (n=13); need to consider the impacts of treatments on the wider network (n=1).

¹⁵ 1= No capability, 2= Some capability, 3= Moderate capability, 4= High capability, 5= Very high capability

¹⁶ Differences in the composition of the respondent sample for each survey may also be explanatory, however, the composition was broadly similar on key characteristics (i.e., number of projects involved in, nature and context of involvement, location of projects).

capability required to deliver successful projects. This reading is consistent with other findings in the evaluation, including that over half the respondents to both surveys did not have previous relevant experience. These findings also reinforce that capability development is on-going and should continue to be a core objective in the future.

Table 3.8: Assessment of Councils' Innovating Streets practice capability

	Capability (average rating)	
	Survey One	Survey Two
Defining problem, need, or opportunity	3.6	3.5
Overall project management	3.6	3.2
Managing stakeholders	3.6	3.1
Overall project design	3.4	3.2
Communications	3.5	3.1
Undertaking other community engagement	3.5	3.1
Integrating projects with related initiatives/strategy/policy	3.4	3.2
Designing treatments	3.4	3.1
Identifying and sourcing materials	3.3	3.2
Using trials to inform design improvements	3.2	2.8
Using a co-design approach	3.2	2.7
Monitoring and evaluating	3.2	2.6
Allocation of project resources (e.g. staffing, budgets)	-	2.8
	(n=60-62)	(n=41-43)

Confidence and willingness

Respondents to both surveys agreed or disagreed with four statements about their Council's confidence and willingness to undertake Innovating Streets projects. Figure 3.16 to Figure 3.19 compare the results from both surveys (see Appendix J, J.13 for the full verbatim explanations for each rating from Survey One). Note that to reduce response burden, respondents to the second survey were not asked to explain their ratings.

On all statements, confidence and willingness was lower at Survey Two compared to Survey One. These findings again suggest a revision of the initial assessment following project delivery. Differences in the composition of the respondent samples may again be a factor. However, the results are also consistent with the range of delivery challenges and constraints identified in the evaluation.

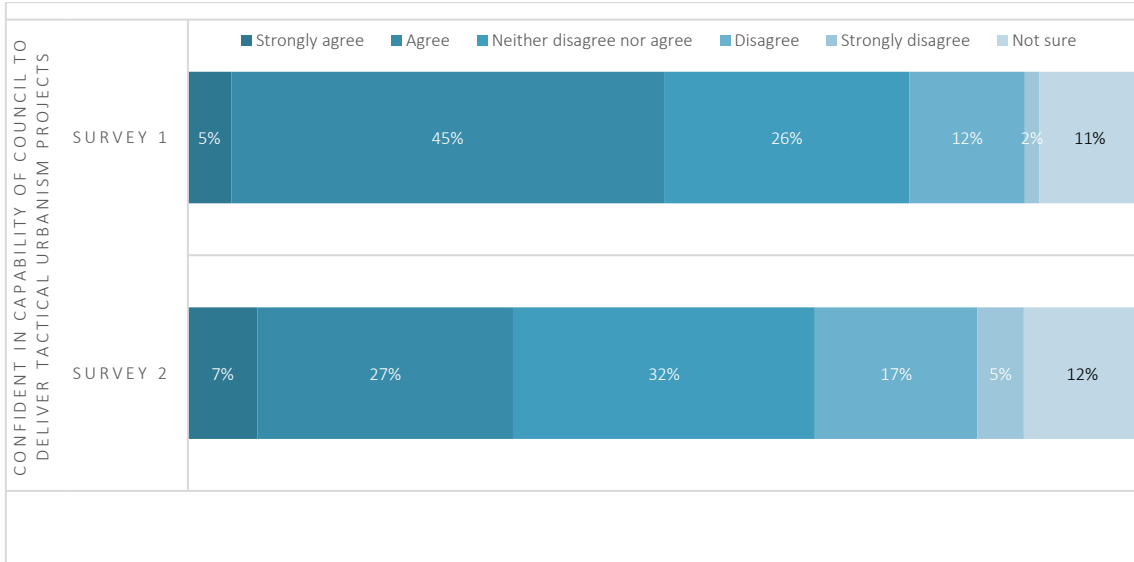


Figure 3.16: Confidence in capability of Council to deliver tactical projects

Survey One n=66; Survey Two n=41

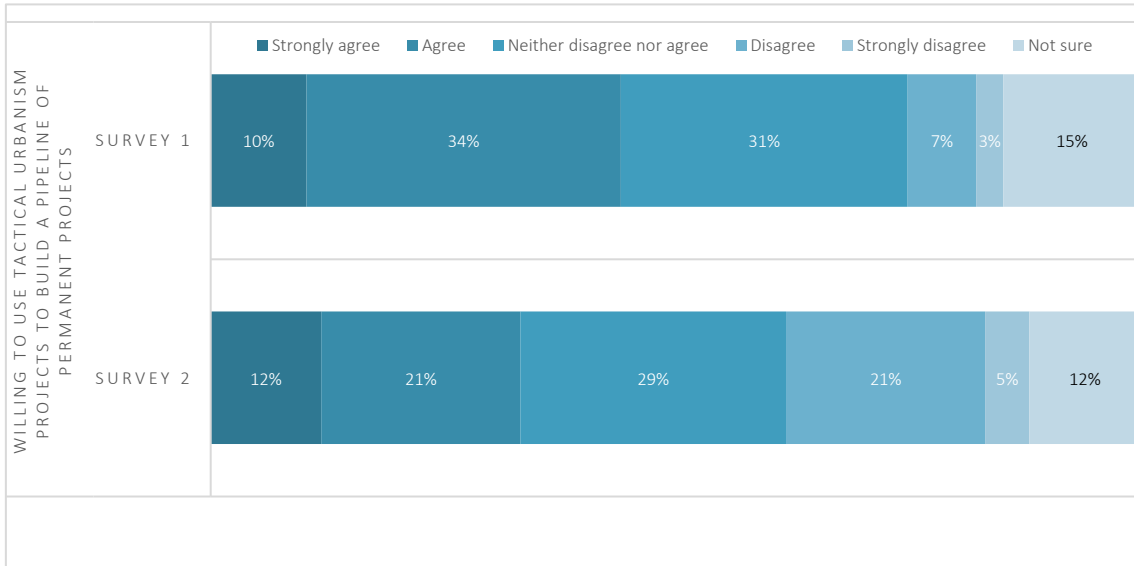


Figure 3.17: Willingness to use tactical projects to build a pipeline of permanent projects

Survey One n=68; Survey Two n=42

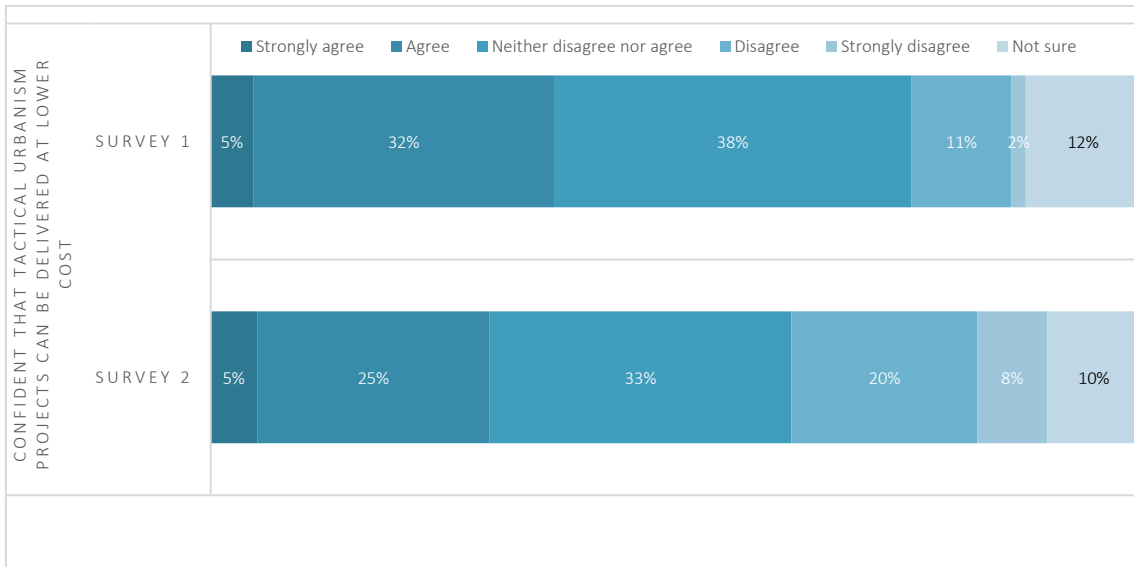


Figure 3.18: Confidence that tactical projects can be delivered at lower cost

Survey One n=65; Survey Two n=40

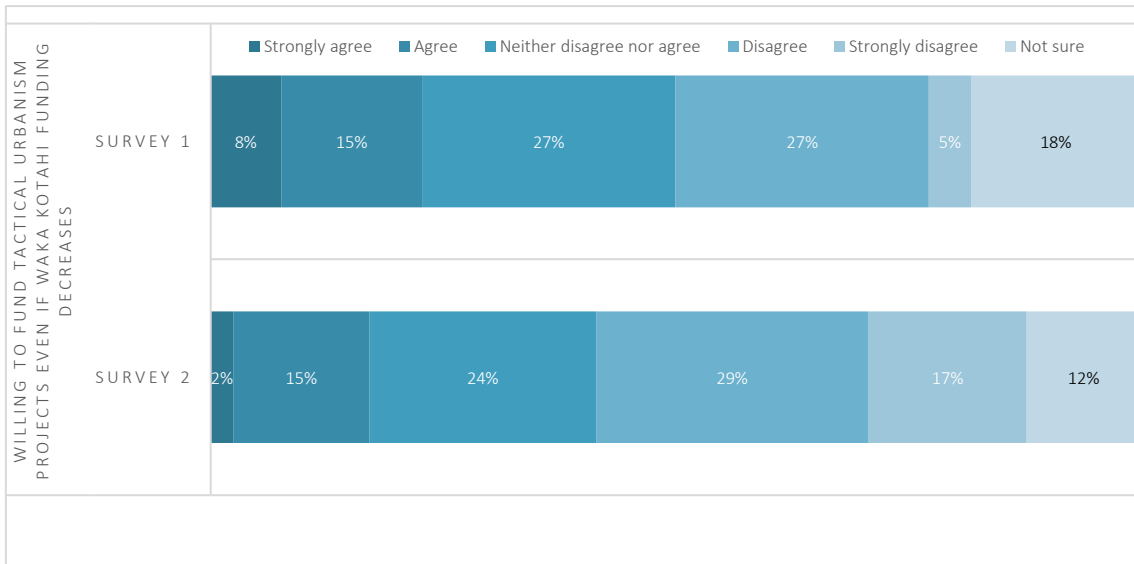


Figure 3.19: Willingness to fund tactical projects even if Waka Kotahi funding decreases

Survey One n=66; Survey Two n=41

Other capability development

Other areas of Innovating Streets capability development reported by project teams and attributable to projects included:

- development or strengthening of working relationship, collaborations, and connections (internal and external to Council) (e.g., the ‘cross pollination’ that occurs when traffic engineers work with Placemaking specialists).
- clearer understanding of:
 - internal capabilities, resources, skillsets, and responsiveness (e.g., to local context, needs, expectations) required to deliver projects
 - specific areas of complementary or additional consultant expertise required
 - benefits of a tactical approach (e.g., community participation as a vehicle for gaining community perspective, inputs, and support, enhanced design, evidence, and decision making through the use of trials, opportunities for social procurement and associated benefits such as community buy-in, ownership, and commitment).

3.6. Practice constraints and ease of delivery

The funding of Innovating Streets projects was regarded as a further way that process and regulatory constraints on practice could continue to be identified and addressed. This proposition, and the extent to which constraints remain, were examined through the sector survey, project interviews, and feedback workshops. This section presents the relevant survey findings while interview and workshop findings are presented in Chapter 4.

Key findings

- Respondents to both surveys rated the extent that different factors constrained delivery. Average ratings were relatively consistent across both surveys; at Survey Two, nine factors were rated slightly more of a constraint and four slightly less. These results may again reflect the learning that has occurred during delivery.
- The findings on constraints are reflected in respondents’ rating of the ease or difficulty of project delivery. Delivery was reported more difficult in the second survey compared to the first. Almost half the respondents to Survey Two described delivery as *difficult* and for about one in five it was *very difficult*. These findings show little shift from previous surveys that have asked similar questions about delivery.

3.6.1. Constraints on practice

Using a five point scale¹⁷, respondents to both surveys rated the extent that different factors were a constraint to the delivery of Innovating Streets projects in their region currently. Table 3.9 shows average ratings for each factor (see Appendix J, J.10 for the full verbatim responses).

Average ratings remained relatively consistent across both surveys. Nine factors were rated slightly more of a constraint on average at Survey Two while four were rated slightly less. Factors rated as a moderate constraint or higher in both surveys were risk avoidance tendencies, resistance from the business community, regulatory requirements, BAU usual tendencies, lack of capacity, cost, and resistance from the community.

¹⁷ 1= Not a constraint, 2= A minor constraint, 3= A moderate constraint, 4= A large constraint, 5= A very large constraint.

These results may again reflect the learning that has occurred during project delivery; the composition of the respondent samples also need to be considered. However, the results suggest the need to reconsider the proposition that project delivery will be a vehicle for addressing constraints. The results clearly reinforce that ISFP should continue to use a range of interventions to address constraints throughout the Innovating Streets system.

Table 3.9: Current constraints on the delivery of Innovating Streets projects

	Extent factor is a constraint (average rating)	
	Survey One	Survey Two
Risk avoidance tendencies	3.7	3.4
Resistance from the business community	3.5	3.6
Regulatory requirements	3.5	3.3
Business as usual tendencies	3.5	3.2
Lack of capacity	3.4	3.8
Project cost	3.1	3.3
Resistance from the community	3.1	3.3
Access to funding/funding criteria	3.0	3.3
Uncertainties about tactical urbanism projects	2.9	3.0
Lack of organisational leadership or mandate	2.7	3.0
Lack of delivery skills or experience	2.6	3.0
Lack of credible New Zealand examples/evidence	2.4	2.8
Access to appropriate materials	2.4	2.2
	(n=62-66)	(n=39-42)

Other constraints

Other constraints reported by the respondents to both surveys are shown in Table 3.10 (see Appendix J, J.11 and J.12 for the full verbatim responses). Constraints more commonly reported in the second survey (four or more responses) were a lack of capacity including human resource availability, that projects may not reflect community need or policy aims, and uncertainty about funding. These additional constraints reinforce the need to address constraints through a range of interventions.

Table 3.10: Other constraints on Innovating Streets projects

Theme	Sub-themes	Survey One (n)	Survey Two (n)
Collaboration and communication	• Lack of knowledge/experience with tactical processes	1	3
	• Shift from consultation to co-design	1	0
	• Limited communication between different teams/functions	3	3
	• Challenge of effective collaboration	3	3
Systems and processes	• BAU practices limits innovation, responsiveness, agility	5	1
	• Lack of capacity and/or human resource availability	0	8
	• Projects may not reflect community need or policy aims	0	4
Time	• Strict or poorly planned timeframes	2	2

	<ul style="list-style-type: none"> Shift from BAU will take time; risk that poor quality projects/outcomes will have a negative impact 	1	2
Funding and costs	<ul style="list-style-type: none"> Time/costs (e.g., co-design) potentially at odds with desire for low-cost and rapid solutions 	1	2
	<ul style="list-style-type: none"> Uncertainty about funding 	2	4
Managing risk	<ul style="list-style-type: none"> Risk aversion counter to innovation and agility 	5	1
	<ul style="list-style-type: none"> Community understanding of tactical projects 	0	2

Number of responses shown.

To understand constraints, it is also useful to understand the reasons why some projects that were funded in 2020/2021 did not proceed to implementation. Seven project teams reported not installing a change to the street (based on submitted project reports), with most withdrawn in the early stages of establishment or design. Reported reasons for not proceeding were:

- support for projects being withdrawn by partners due to fears of disruption
- delivery was not deemed to be feasible, given available delivery timeframes (n=2)
- project complexity (e.g., required treatment, necessary engagement) had increased beyond initial intent (n=2)
- insufficient resourcing and capacity (e.g. insufficient project management support, existing full workloads) (n=1)
- insufficient alignment with internal strategy (n=2)
- shifts in community or political support (n=2).

3.6.2. Ease or difficulty of delivery

Respondents to both surveys rated how easy or difficult it was to deliver Innovating Streets projects in their region currently (Figure 3.20). Reflecting previous findings, and consistent with the proposition that further learning has occurred, almost half (48%) the respondents to the second survey reported that delivery was *difficult* and one in five (18%) reported that it was *very difficult*. Greater proportions of respondents to the second survey gave these rating compared to the first survey and fewer reported that delivery was easy.

Sample composition may again be a factor in the first and second survey results, in particular the respective proportion of respondents with and without previous relevant experience. However, the findings are consistent with practitioner responses to similar questions asked in previous surveys. During the development of the ISFP programme, 34 of 45 practitioners surveyed reported it was not at all easy to deliver Innovative Streets projects (NZ Transport Agency 2019). In another survey, conducted for the ISFP process evaluation (Blewden and Mackie 2020), practitioners were asked “How easy is it currently for you or your organisation to deliver innovative streets for people?” Using a scale where 1 = Not easy at all and 10 = Very easy, the average rating from 35 practitioners was three. The evaluators noted that the result did not necessarily reflect the quality of programme activities to date, but rather the size of the delivery challenge and the breadth of interventions required to address these.

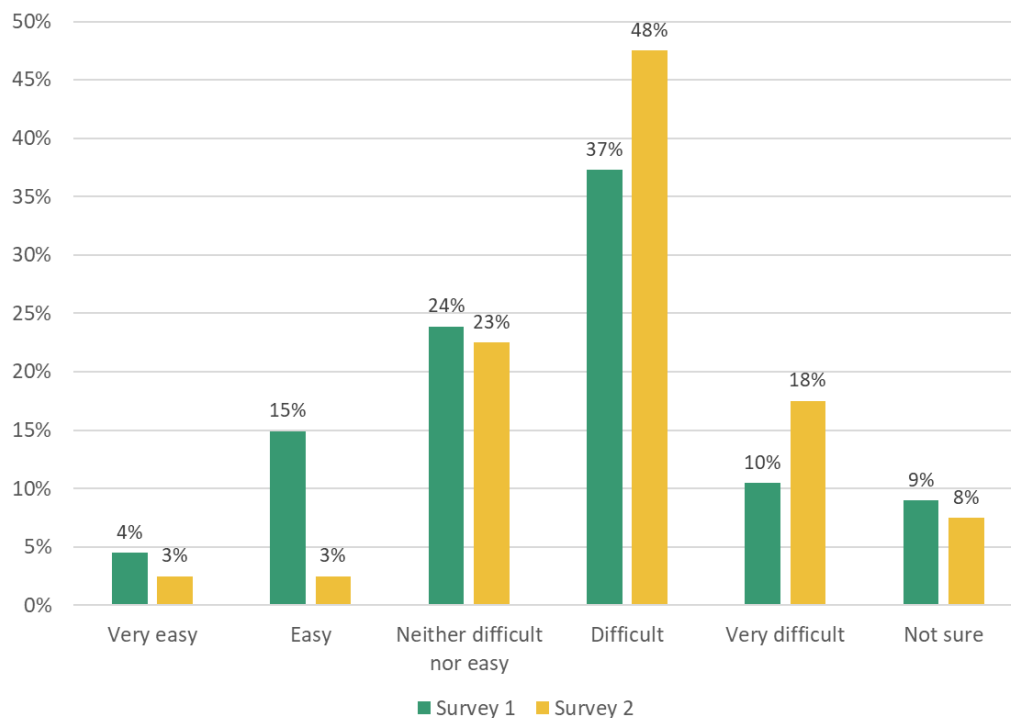


Figure 3.20: Ease or difficulty of delivering Innovating Streets projects

Survey One n=67; Survey Two n=40

Table 3.11 summarises the explanations that respondents gave for their ease or difficulty of delivery ratings across both surveys. Responses are grouped by Very easy/Easy and Neither/Difficult/Very difficult (see Appendix J, J.14 for the full verbatim responses). Common explanations for difficulty ratings included constraints in capacity, capability, resourcing, and time, the need to further develop stakeholder buy-in, and that it will take time to develop innovative systems, procedures, and mindsets.

Table 3.11: Explanations for ease or difficulty delivering Innovating Streets projects

	Very easy/Easy (n)		Neither/Difficult/Very difficult (n)	
	Survey One	Survey Two	Survey One	Survey Two
Have understanding/experience to deliver projects	4	2	1	1
Capacity, capability, and resourcing constraints	-	-	6	10
Time and funding constraints	-	-	6	8
Need buy-in from community and businesses	-	-	4	10
Need buy-in from across organisation	-	-	7	6
Difficulty navigating BAU processes	-	-	9	2
Need time to develop processes and evolve systems	-	-	6	0
Issues with internal and external collaboration	-	-	2	4
<i>Number of responses</i>	<i>(n=4)</i>	<i>(n=2)</i>	<i>(n=33)</i>	<i>(n=31)</i>

4. LEARNING ABOUT INNOVATING STREETS PRACTICE

This chapter details the learning that occurred through the delivery of the funded projects and considers direction from what was learnt. The learning, derived from successful and less successful practice, is presented by key stages in the project cycle.

4.1. Establishment of projects

Key findings

- In cases, the timeframes for applying to the ISFP Fund led to limited planning and assessment of capacity and capability, during the application process.
- Innovating Streets projects require defensible rationale and mandate at a local level. The local warrant was generally strengthened when projects aligned with existing local level objectives, opportunities, resources, and support.
- Establishing the national context for change was important for establishing the warrant for local projects. The national context was often difficult to establish locally given the time and resources available and because treatments were often an inappropriate vehicle through which to have higher level conversations about mandate and purpose.
- Participants in this evaluation commonly felt that the national context 'gap' should be addressed through a national comms strategy.

4.1.1. Learning from successful practice

Consistent with current guidance (Waka Kotahi 2020), the importance of projects having clear rationale and mandate was reinforced. Risk mitigation, contingency plans (given inevitable change), and sufficient planning for 'next steps', were also important.

While the local warrant could be clear for project teams, this was not always so for local stakeholders. The warrant was generally strengthened when projects aligned with existing local objectives and opportunities and had some established level of community support. In this context, projects were more likely to be seen as having meaning, relevance, and value locally. Projects initiated or supported by local stakeholders also helped to leverage local resources such as existing stakeholder relationships, community knowledge, local leaders, and the willingness of community members to become project advocates.

Projects initiated or supported by local stakeholders also helped to leverage local resources such as existing stakeholder relationships, community knowledge, local leaders, and the willingness of community members to become project advocates.

Projects that were a part of an existing network plan, such as Wellington City Council’s *Brooklyn Road Cycleway* (Figure 4.1), Hutt City Council’s *Knights Road Connection*, Palmerston North City Council’s *Main Street Cycleway*, Christchurch City Council’s *Ferry Road Cycleway*, had a clear rationale (e.g., to complete a network) and were successful in securing funding for permanent infrastructure.

Similarly, projects that were connected to permanent infrastructure upgrades, such as Auckland’s *Glen Eden Cycleway* and Rotorua Lakes Council’s *Te Manawa ō Owhatiura*, justified the need for change and use of a tactical urbanism approach to test and refine an aspect of the larger design before committing to concrete.



Figure 4.1: Example: Wellington City Council, Brooklyn Road Cycleway

4.1.2. Learning from less successful practice

Some teams acknowledged that the funding and application timeframe had resulted in limited or arbitrary planning during the application process; this included limited assessment of delivery capacity and capability. In a challenging funding environment¹⁸, this response is understandable as securing funding can become the dominant focus. However, one challenge was limited

Some teams noted that uncertainty about future plans was a factor in community frustration and opposition. This uncertainty is inherent to a tactical approach, and somehow needs to be managed.

¹⁸ For example, budget uncertainties, funding cuts, threats to existing workstreams, COVID disruptions, restructuring.

readiness to begin projects once funding was awarded and in cases, difficulty moving beyond a catch-up or 'back filling' mode (e.g., retro fitting projects to parameters initially set during the application stage yet based on incomplete or insufficient information).

It has been argued that it is inappropriate to use communities to test ideas if there is no plan or promise of longer-term investment (Ross, 2019; Simpson 2020). Further, engaging with communities ahead of investment commitment has long been cautioned by Councils. Some teams noted that uncertainty about future plans was a factor in community frustration and opposition. This uncertainty is inherent to a tactical approach (Waka Kotahi 2020), and somehow needs to be managed.

In cases, local opposition to projects was fuelled when stakeholders did not regard or could not accept that the problem or need being addressed was defensible. A warrant for prioritising projects over other investment options was often expected. One question was why invest in innovation when existing footpaths were sub-par? This example shows that stakeholders did not always have full understanding (in this case, of how transport funds are allocated), and that this is likely to have contributed to opposition. However this example also illustrates that different stakeholders will have different perspectives and that it is important to understand these and respond to them appropriately.

Further to above, establishing the national context for action was important for helping communities to understand the rationale and warrant for local projects. This included the higher-level rationale for change (e.g., the imperative for climate action) and for the tactical approach (e.g., that change can happen faster and be more affordable). The ISFP process evaluation also noted the programme should communicate relevance and connections beyond transport specific objectives and stakeholders (Blewden and Mackie 2020).

The wider context was described by many participants as missing and as a factor that contributed to local opposition. Without a national conversation about how street innovation linked to higher needs, and with limited time to engage communities in such ideas, projects were at risk of being perceived as unwarranted and unannounced. Further, the rationale driving projects did not necessarily equate with local thinking about problems or a willingness to embrace new thinking.

While local teams tried to address these context gaps as best they could, they typically had limited time and resources to execute more complex comms. Resources were often fully subscribed supporting specific treatments and local conversations typically occurred at this level. Using individual treatments as a vehicle to have higher level conversations was challenging. Stakeholders' engagement and assessment of value were often focused on individual treatments and immediate impacts. Team members described cases where stakeholders could not accept that a single treatment could meaningfully impact climate change.

Stakeholders' engagement and assessment of value were often focused on individual treatments and immediate impacts. Team members described cases where stakeholders could not accept that a single treatment could meaningfully impact climate change.

Participants in this evaluation commonly felt that the national context ‘gap’ should be addressed through a national comms strategy. It was hoped that by establishing the national mandate and rationale, local projects would make more ‘sense’ to stakeholders as localised responses to this. A national strategy would also help to develop a safer environment for staff and stakeholders, better manage language and intent¹⁹, develop shared understanding of how projects link to higher objectives, deliver more sophisticated resources (given complex behavioural and social change objectives), and would develop a more unified and less politicised environment in respect to the need for street reform.

4.1.3. Direction from learning

- The scope, boundaries, and requirements of the funding opportunity should be clear.
- The application process should enable applicants to undertake appropriate planning and assessment of delivery capacity and capability.
- Organisational capacity, capability and commitment to deliver, given a tactical and co-design approach, is critical. Delivery organisations will now have better understanding of these requirements, including the best mix of internal and consultant capability.
- Earlier and additional assessment gateways may be required to ensure that capability and capacity thresholds are reached before a project moves on. Some gateways may need to be part of the application process, for example, through an initial expression of interest phase followed by more detailed planning.
- Key thresholds would include a defensible problem or need (i.e. the ‘why’), community input and buy-in to the ‘why’, and the capacity and capability to deliver.
- Gateways should provide opportunities to re-set initial plans, budgets, and timeframes, or even withdraw projects, as information and understanding develops.
- Greater oversight and guidance from Waka Kotahi during early planning stages may be appropriate. Given the demands of a tactical approach, key areas of focus would be project scope, feasibility, and risk assessment.
- The earlier process evaluation of the ISFP programme showed that the programme was playing an important role in building the mandate and legitimacy of local authority staff to be involved in innovative street reform (Blewden and Mackie 2020). The current evaluation indicates that similar leadership is also required to build the legitimacy of Innovating Streets projects, from the perspective of community and other stakeholders. A national comms strategy may be an important part of the response needed.

¹⁹ For example that ‘temporary’ is understood as a method to determine permanence, not necessarily a signifier that a treatment will soon be removed.

4.2. Establishment of the project team

Key findings

- Successful projects tended to build as far as possible from existing local capacities and assets (e.g., community readiness and support for change, existing trust relationships, previous collaborations, access to leaders and decision makers).
- A co-design and tactical approach was new for many teams; initial uncertainty about resourcing requirements meant core roles were often under-resourced, or that staffing solutions were sub-optimal.
- Innovative street reform is challenging and effective teams are critical. Team set up should be carefully planned and core roles should be resourced appropriately.
- It is perhaps inevitable that one-off funding will lead to the use of consultants to supplement internal capacity and capability. This approach will not necessarily develop and sustain tactical skills, mindsets, and momentum internally.

4.2.1. Learning from successful practice

As previously reported, the importance of a comprehensive project set up and planning stage was highlighted by many teams (identified in n=25 project reports). This includes assembling the appropriate team, defining the project scope, and assigning sufficient resources to key roles. Allocation of lead roles and ensuring responsibilities are fairly distributed across the team was important (n=13), particularly to manage workload pressures.

Table 4.1 shows the range of project team roles reported by project teams.

Table 4.1: *Innovating Streets project team roles*

Core team	Supporting roles
<ul style="list-style-type: none"> • Project manager • Project coordinator • Communications lead • Community engagement lead • Urban designer/ Landscape architect • Transport/Traffic Engineer • Monitoring and evaluation 	<ul style="list-style-type: none"> • Administration/business support • Artist • Communications support • Heritage advisor • Journey advisor • Photographer/videographer • Planting advisor • Procurement advisor • Regulatory advisor • Strategic planner

Successful projects tended to build as far as possible from existing local capability and assets (e.g., existing community readiness and support for change, existing trust relationships, previous collaborations, established access to leaders and decision makers). Similarly there was a view that team and project management should be positioned locally as far as possible. Not surprisingly, appropriate project management skills and experience were also important, as was a commitment to the project and the project manager role.



Te Manawa ō Owhatiura | Rotorua Lakes Council



Te Waka O Waihopai | Invercargill City Council

Figure 4.2: Example: Project teams

The ability of project leaders and teams to balance and reconcile different needs and expectations was critical (Figure 4.2 and Figure 4.3). An example was balancing community aspiration and tactical principles (e.g., collaborative, agile, rapid) with technical and regulatory processes. Another example was balancing diverse values and criteria, for example, design quality vs affordability and safety vs aesthetics.

Other characteristics of effective project teams identified were not surprising, however, were not always clearly established:

- teams are resourced for success - capacity, capability and commitment
- teams are resourced with leadership and project management
- shared understanding of context and associated impacts (e.g. wider plans, strategies)
- shared understanding of purpose, scope, principles, and boundaries
- allocated roles/responsibilities; clarity about boundaries²⁰; performance accountability
- active facilitation of team relationships and communication
- effective mechanisms for information sharing and learning
- timely decision making – appropriate authority levels within the team
- effective risk identification and mitigation.

4.2.2. Learning from less successful practice

A co-design and tactical approach was new for many teams and this contributed to planning challenges, including the allocation of project resources. Uncertainty about resourcing needs meant some core roles were often under-resourced; comms and engagement were frequently mentioned. Only 9 of the projects that submitted a project reports had a project manager with 20 or more dedicated weekly hours. Under resourcing led to individuals taking on multiple

²⁰ While enabling team members to ‘move out of their lane’ if appropriate (e.g., if challenging BAU is warranted).

responsibilities and additional responsibilities being added to existing full workloads. Some teams realised they had taken on too many projects.

Some teams reported a lack of shared understanding or insufficient understanding of how co-design and tactical principles and practice would be balanced, and potentially constrained, by technical, regulatory, risk, and safety requirements.

It can be difficult for smaller organisations to build and sustain tactical skills and experience internally. It is understandable that with one-off funding, delivery organisations will fill capability gaps with consultants and through allocating 'parts' of expert staff time to specific tasks. Neither response will necessarily provide the responsiveness and agility required for a tactical approach nor develop and sustain tactical skills, mindsets, and culture. Sustained development may always be challenging for smaller organisations. Further consideration should be given to how funding models can best support sustainable development for larger and smaller organisations alike. There are positive signs, with some larger Councils signally or undertaking moves to develop tactical functions or teams.

Funding models and timeframes should support project teams into being established in a purposeful and carefully planned way



Figure 4.3: Project team on Maximising Māngere (an Auckland transport, Kāinga Ora, and Panuku Development project)

Other reported team challenges included issues with performance accountability, key team members reluctant to act as project champions, loss of team members and capacity, limited experience and skills in 'new' areas (e.g., conflict resolution), and 'flow on' impacts from local opposition (e.g., senior managers needing to attend community meetings). In cases, the challenges of working across multiple agencies, all with organisational constraints, led to a more linear process than the more iterative process ideally sought.

4.2.3. Direction from learning

- Funding models and timeframes should support projects teams to being established in a purposeful and carefully planned way.
- As far as possible the establishment of teams should be guided by a clear understanding of resourcing requirements, including the expectations of Waka Kotahi and the resources needed to deliver on intent (e.g. a tactical and co-design approach).

4.3. Collaboration with community partners

A core objective of a tactical and co-design approach was meaningful stakeholder engagement and participation in the projects funded. The extent that stakeholder inputs shaped projects was examined as far as possible in the evaluation. This section focuses on community partners who were part of project teams, as opposed to community stakeholders involved through other engagement and co-design processes.

Key findings

- Interviews with community partners reinforced that working relationships need to be purposively developed following principles of effective partnership.
- Immediate impacts from when partnerships were not fully formed included a lack of shared understanding about scope and constraints, a lack of transparency, and perceived inequities.
- Flow on impacts included frustration and disappointment, breakdown of trust, damage to community relationships and reputation, and projects losing the support of community champions or even those that had initiated projects.

4.3.1. Learning from successful practice

As reported, project teams described the importance of effective working partnerships with stakeholders (e.g., community, board members, mana whenua). Engagement of a local champion or community partner enabled access to local knowledge and the wider community and provided local voice (identified in n=9 project reports). Engaging local board members and mana whenua garnered political support and goodwill and strengthened key relationships (n=5). Projects teams also highlighted the importance of establishing a co-working strategy with community partners and clearly assigning roles and responsibilities (n=4).

The importance of an effective working relationship with community partners was reinforced through the in-depth interviews. Effective relationships generally reflected core principles of effective partnerships²¹ (Wildridge et al 2008); these include:

- shared understanding of purpose, scope, timeframes, boundaries, constraints and requirements (e.g., community, regulatory, technical, safety)
- shared understanding and mutual respect for each member's contribution (e.g., passion, aspiration, knowledge, skills, needs, expectations)
- shared understanding and acceptance of roles and responsibilities; including adherence to agreed communication and decision making procedures
- acceptance of partnership responsibilities, obligations, and risks
- procedures for surfacing and reconciling potential differences
- as far as possible a partnership that is transparent, fair, and equitable.

4.3.2. Learning from less successful practice

Community partners sometimes initiated projects or were drawn to the opportunity of working collaboratively with local authority staff. They brought passion and energy as well as needs and expectations with regard to the partnership. However, the community partners interviewed often described a lack of shared understanding or expectation regarding the scope of projects. This

²¹ Working relationships described by community partners as problematic were typically described as the antithesis of these principles.

included the extent to which a tactical and co-design approach was achievable. A lack of transparency (e.g., budget, other decisions) and equity issues were also described. Equity issues included inequitable access to supports available from Waka Kotahi and the extent to which community inputs were expected to be voluntary. Figure 4.4 shows community feedback at the Ponsonby market day.

A ‘mismatch’ between the messaging of projects and what was achievable was a common experience for community partners interviewed. This tension was also observed by some comms staff. Mismatches were described in relation to the degree of partnership and shared control achieved, the extent to which tactical and co-design principles were operationalised, the extent of social procurement possible, and that community partners had limited access to Waka Kotahi supports.

Community partners interviewed described a range of impacts from the partnership issues they had experienced; some were relatively minor (e.g., mutual frustration, disappointment) while others were more significant (e.g., breakdown of trust, damage to existing community relationships and reputation, the loss of support to projects from previous community champions).

Comms support was essential for explaining the approach and opportunity, defining key terms, and promoting channels for community input



Figure 4.4: Ponsonby market day community feedback

4.3.3. Direction from learning

- Language and terms used must be consistent with what is achievable; for example, messaging around partnership and stakeholder input must be accurate to what is structurally achievable.
- Projects teams involving local authority and community partners need to be purposefully and carefully established within a clear structure. Negotiating partnerships can be difficult particularly as local authorities will typically bring more power to this than community.
- The collaboration envisioned under Innovating Streets may be relatively new for many. Waka Kotahi may need to play a greater role in the establishment of key partnerships, to ensure appropriate skills, capacity, and principles are brought to the process.

4.4. Communications

Key findings

- Comms support was critical to project success. In many cases, the tactical approach was new and the approach inherently limits clarity and certainty at the outset; this added to the need for effective comms.
- Comms support was essential for explaining the approach and opportunity, defining key terms, and promoting channels for community input; these tasks required considerable comms resources.
- Comms was challenging for many reasons. Concepts and meaning were complex and expectations needed careful management. Projects were fast moving and had multiple phases, each requiring comms support. Initial under-estimates of comms support required meant local resources were often under pressure. Delivery timeframes added further pressure.
- There were constraints on the extent that local comms could more fully establish the context and 'why' of projects and to explain relatively complex concepts. The need to address this gap through a national comms strategy, was commonly expressed.

4.4.1. Learning from successful practice

This evaluation confirms that comprehensive communication before, during, and after tactical demonstration projects is critical to success (Simpson 2020). Important areas to communicate were identified to include project objectives, rationale, scope, boundaries, expected benefits, feedback channels, timeframes, and next steps. As a tactical, co-design approach was often new, the clarification of key terms and the opportunity for community input was particularly important. Both presented challenges, for example, defining the scope of community input given the range of other inputs²² that would also be influential in decision making.

Early comms fronted by community helped to communicate purpose and benefits (e.g., the 'why') and for demonstrating community engagement. Council led communications helped to ensure control over messaging. Signalling Waka Kotahi involvement and funding had value, particularly if there was opposition to rates being used for street innovation.

Effective comms channels were direct, responsive, and inclusive. They enabled direct comms with primary beneficiaries and stakeholders, and allowed evidence-based messaging. Channels that facilitated positive community engagement and sentiment were important as this was often difficult through social media. Ideally there were multiple and easily accessible feedback channels (e.g., drop-in, email, website, brochures, forms).

The ability to be agile was important to demonstrate responsiveness, address concerns or misrepresentations, and to prevent escalation. Alternative channels were important for enabling more granular and engaged conversations and for avoiding toxic social media.

Effective communications stood firm when trials needed to run the course before major revisions were considered. This communicated that decisions were informed by performance evidence, not just vocalised opposition. While responsiveness was important, it was also advantageous in

²² For example, technical, regulatory, health and safety, budgets, existing knowledge of what works.

cases not to over-respond to feedback - to diffuse heat and, if needed, to signal there was a type of feedback that did not warrant a response.

Following Waka Kotahi advice, many teams did not engage through Facebook. In cases, other media (e.g., local newspaper) was used to demonstrate teams were listening and responding; however, more traditional channels such as newspaper often lacked the agility, responsiveness, and targeting required.

Communicating evidence of intended outcomes and benefits was important. It is difficult for evidence to be challenged; it helped to address myths and to reset the narrative. In cases, it was instrumental in generating community demand for more projects. Communicating immediate impacts (e.g., reduction in vehicle speed, enhanced liveability) was useful, rather than necessarily trying to connect to higher level outcomes (e.g., reduced carbon emissions) (Figure 4.5).

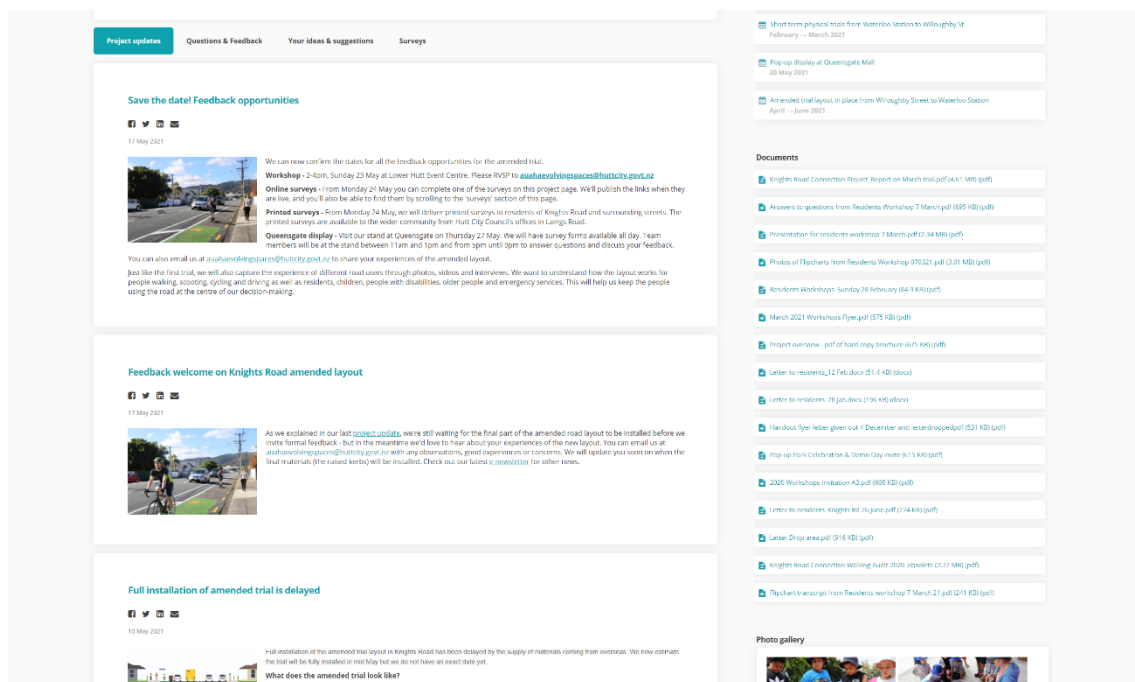


Figure 4.5: Example: Hutt City Council, Knights Road Connection Website

4.4.2. Learning from less successful practice

As reported, the potential to improve community level comms and engagement was commonly mentioned by project teams (identified in n= 21 project reports). Initial under-estimates of comms support required meant local resources were often under pressure. Tasks were often allocated to staff already at capacity. An upfront allocation of a set amount of comms resource (e.g. one day a week) was often unsuited to the level of responsiveness and agility required. Comms challenges were compounded by the co-design and tactical approach; explaining the approach in itself could consume considerable resources.

Short delivery timeframes limited the extent that comms staff could more fully establish the context and ‘why’ of projects prior to the delivery phase as well as explain relatively complex concepts (e.g., how temporary treatments would be used to inform longer term planning). However, such communication was important, as the co-design and tactical approach inherently limited the extent to which clarity and certainty could be established at the outset.

Once projects began, communications resources were typically subsumed by day-to-day demands. If there was significant opposition, projects were often forced into a reactive and

defensive mode; from this position it could be difficult to get back onto the 'front foot' (e.g., regaining control of the narrative, generating stories on benefits and positive impacts).

Timeframes and immediate demands also limited the extent some comms staff were able to seek guidance from the experience of other projects. Pressures when working reactively also impacted the extent the Waka Kotahi comms team could support to local comms. For example, there was limited opportunity to add value if a press release was shared for review the day before release.

Some channels (e.g., newspaper) did not meet the criteria of agile, responsive, and targeted, such as the speed of messaging and community organising possible through social media.

4.4.3. Direction from learning

- Tactical urbanism projects require considerable comms resources. Waka Kotahi needs to be clear about the level of local comms and engagement resource required and expected.
- Funding models need to accommodate the level of responsiveness and agility required in comms and engagement.
- It is difficult to communicate project impacts and benefits if comms resources are embroiled in a reactive or defensive strategy.
- Strategies are needed to manage social media as a vehicle through which damaging misinformation about projects can proliferate.
- There was a common view that the complex messaging underpinning Innovating Streets projects requires a longer term national level comms strategy, best lead and executed by Waka Kotahi (as for other behaviour strategies such as drink driving and speed).

4.5. Engagement and co-design

Another core objective was meaningful community and stakeholder participation in projects, with the aim this would enhance design solutions and outcomes. As far as possible, the extent to which community and stakeholder inputs shaped projects was also examined. Intended short-term outcomes were that projects were enhanced through stakeholder inputs and that risks were reduced.

Key findings

- Funded projects demonstrated or advanced understanding of effective engagement and co-design practice within an Innovating Streets context.
- Effective engagement was challenging when project beneficiaries were localised yet when interventions impacted a wide catchment (e.g., slower speed neighbourhoods).
- Other challenges included perceived inconsistencies between the messaging of co-design and delivery capability and capacity, timeframes constraints on more authentic process, inevitable limitations in the extent all stakeholders could be reached, local context not necessarily conducive to a tactical and co-design approach, and general resistance to change.

4.5.1. Learning from successful practice

Every project undertook some level of stakeholder engagement and participation and the performance standard on this criteria was therefore met. Much was also demonstrated and learnt about successful and less successful practice.

Effective engagement and co-design was authentic and was consistent with messaging about the approach to be adopted (Figure 4.6). The process drew on community knowledge, was appropriately situated (e.g., integrated historical or cultural place), and built community ownership. The engagement provided understanding of context (e.g., national, regional, strategic), intent and scope of the approach, and technical terms. As far as possible, the process was transparent about next steps. One team observed greater acceptance where projects were able to provide the community with some certainty and clarity about the longer term plan.

Effective practice was also accessible and visible, inclusive and representative, coherent and systematic (e.g., heard x, decided y, doing z). The process was also sufficiently agile (e.g., quickly responsive to feedback). Strategically, effective practice was also tailored to context and need; different levels of process or method formality might be used (e.g., sticky notes rather than a form), a community partner or Council staff might lead in different contexts.

Direct, personal engagement was effective, and most feasible in smaller projects with focused scope. A number of projects utilised an onsite presence as a visible and accessible engagement strategy. As noted in the literature (Simpson 2020), multiple feedback channels were important (e.g., drop-in, project email and website, mail out brochure, feedback forms).

Proactive outreach that engaged diverse perspectives was important. The early engagement of key stakeholders, including those likely to be opposed, helped to set the narrative and tone. In cases this strategy mitigated later opposition. A number of teams accepted they should have engaged earlier with opponents or should have included them in advisory groups. The early engagement and briefing of elected members was also important, however, to be effective advocates, members needed to be equipped with facts and evidence.

Effective co-design followed clear method and process; for example:

- *initial focused on context, aspirations, and vision; then problems and need*
- *structured approach for integrating community and expert knowledge; clarity about the role of experts in developing solutions in response to community inputs*
- *clear about the role of temporary solutions and trials in refining solutions through collective problem solving, including balance of pre-installation and in-situ engagement*
- *coherent and systematic (e.g., heard x, decided y, doing z).*

Effective demonstration events or trials were those which captured attention, effectively illustrated proposed changes and benefits (e.g., demonstrated proof of concept), enabled immediate feedback and informed design refinements, and signalled a responsive approach.

Documenting the co-design process and decisions made was stressed by a number of teams; documentation could be referred to later when explaining the project course, particularly to stakeholders who weren't previously involved and who lacked historical understanding.

Table 4.2 shows the range of activation, engagements and other events held by project teams that submitted a project report. Consistent with recommendations in the literature (Simpson 2020), activities occurred before, during and after installation, treatment, or event.

Table 4.2: Range of activation, engagement, and other project events undertaken

Before (n)	Following (n)
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Activation event	12	10
Bike throughs	6	8
Bicycle counts	15	13
Online survey	28	25
On-site tests (contractors, emergency services, trucks, waste management)	-	7
On-site intercept survey	17	11
Parking study	15	1
Pedestrian counts	25	19
Public life study	16	9
Traffic study	31	23
Walk throughs	29	14
Workshops	31	15



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Figure 4.6: Examples: Engagement

The Maximising Māngere Project focussed on building relationships and co-design as the core element of the project. Considerable time was spent in project initiation and co-design, to ensure the solution best reflected community needs and aspirations.

4.5.2. Learning from less successful practice

The ISFP process evaluation (Blewden and Mackie 2020) identified the potential for tension between agile, ‘learn by doing’ approaches and the continued need for authentic stakeholder engagement. This earlier evaluation noted that temporary projects still impact communities and were not immune from damaging local opposition. Others have observed that a tactical approach may offer limited opportunity and capacity for authentic group deliberation, and that participation may take the form of “reacting” (Davidson 2013). Similarly, if engagement and participation processes do not build trust or are not empowering, projects may be rejected by the community (Simpson 2020).

Projects reporting less successful engagement had some common characteristics, including wider scope and complexity and a number or breadth of stakeholders for whom no level or type of engagement could ever be fully effective. In cases, timeframe and resource pressures meant that optimal engagement and co-design procedures were not possible. Further, a tactical approach was often new and stakeholders did not necessarily understand nor embrace in-situ treatments as an engagement methods. In cases, the look, feel, and perceived cost of temporary materials

also contributed to local opposition; at times, the impact of this opposition was disproportionate to the purpose of using temporary materials.

Effective engagement was particularly challenging in cases when project beneficiaries were localised and targeted yet interventions impacted a wide catchment. Slower speed neighbourhood and town centre projects were examples that impacted local roads used by thousands of motorists each day.

Communications staff reported there was not always shared understanding about the meaning of co-design, realistic expectations about what the process could deliver, or uniform capability across teams to deliver the approach. Inconsistencies between the messaging of a co-design approach and delivery capability were reported; limited innovation, agility, and tolerance for risk were examples. Some teams stopped talking about a co-design process given timeframes and other constraints on what was achievable. A number of teams recognised co-design workshops could have been improved to provide more meaningful engagement and to generate more useful direction (identified in n=10 project reports).

There were inevitable constraints on the extent any engagement method could ever reach all stakeholders (e.g., mailbox drops will never reach all or people will insist they missed out, people will not participate in local Facebook groups, local posters will not be seen). Direct methods can also be time consuming and expensive and turnout is not guaranteed. Once a project exceeded a certain size and scope, no engagement method will ever reach all stakeholders. Comms staff described examples of elected members withdrawing previous support, usually because of public opposition, or seeking to influence designs following a co-design process; inconsistencies which risked reputation and process integrity.

In cases, the local context was not necessarily conducive to a tactical and co-design approach. Resistance or suspicion had many roots, often historical (e.g., communities feeling ignored by decision makers in the past, a strained relationship due to past events). The new approach could be counter to historical experience and expectancies regarding a BAU consultation.

Regardless of the amount of engagement, some level of opposition appeared inevitable for other reasons (e.g., constraints on the extent to which co-design or community driven process is achievable, existing negative framing and tone in the media²³, general resistance to behaviour change, COVID backlash, seasonal factors, limitations of non-face to face engagement, some will only engage once actual changes have an impact, language/terms used do not resonate with specific segments). In cases, negative responses to other Innovating Streets projects was thought to have impacted local sentiment.

4.5.3. Direction from learning

- Tactical projects are more than just infrastructure (Simpson 2020). Innovating Streets engagement and co-design needs to be designed and resourced as much as a social change processes as an infrastructure delivery process.
- Successful engagement and co-design was authentic, leveraged existing community resources and built community ownership, and commitment.
- The scope of community input needs to be clearly communicated, given regulatory, technical, and other influences over decision making.

²³ As was the case for many projects rolled out later during the course of the programme.

- Clarity and certainty are often important for building (and re-building) community trust and acceptance. However, a tactical approach inherently adds complexity and reduces certainty, particularly regarding next steps.
- Waka Kotahi should continue to define the street environments, project types, and behaviour change objectives most appropriate for a co-design approach. The different types of ‘communities’ involved or impacted by projects should be defined along with implications for engagement (e.g., whose needs are prioritised) and for project feasibility.
- Successful engagement and co-design was commonly described as that which was authentic and which strengthened local relationships, community knowledge, ownership, and commitment. Cases were described where such outcomes had helped to turn local opposition to support. Reflecting views expressed throughout the evaluation, these findings suggest that in particular, engagement, communications, and behavioural change elements all need significant resourcing.
- While authentic community engagement and participation is undoubtedly challenging, and is perhaps unachievable in certain contexts, many programme and project staff highlighted projects that had achieved this and which had delivered subsequent outcomes (e.g., community ownership and commitment, community development, shared decision making). These are important dimensions of success in innovative street reform and should continue as core objectives in any future programme design.

4.6. Tactical approach

A tactical approach was used in projects with the aim of identifying solutions, enhancing designs, reducing risk, and increasing the likelihood that permanent treatments would be fit for purpose.

Key findings

- Funded projects demonstrated or advanced understanding of effective tactical practice within an Innovating Streets context.
- Identified challenges often related to the approach being new and that the approach is less suitable for some contexts.
- Inconsistency between the message of a tactical approach and subsequent practice, can fuel stakeholder opposition.
- A tactical approach generally adds complexity and reduces certainty and these challenges need to be addressed. Uncertainty about the longer term plan, including permanent installation, risks mixed messages, unfulfilled expectations, reputation risk, and can fuel stakeholder opposition.
- A tactical approach may be difficult to justify in certain contexts (e.g., smaller Councils with a limited rates base, budget pressure). One team questioned feasibility outside low risk and low complexity contexts.

4.6.1. Learning from successful practice

As noted and stressed in the Tactical Urbanism Handbook (Waka Kotahi 2020), a clear warrant for a tactical approach is important. Transparency is also important, for example, as far as possible, openness about scope accounting for budget, regulatory, and technical requirements and other context (e.g., Master Plans).

Effective approaches were responsive to context and considered language and presentation. In towns and regions, the term ‘tactical urbanism’ could have a negative ‘big city’ connotation and may be considered irrelevant. Some teams avoided the term, focusing instead on core process.

Effective events or trials captured attention and illustrated proposed changes and benefits in a meaningful way. Effective events or trials allayed stakeholder concerns about impact and helped to demonstrate that project teams had sufficient agility and responsiveness; they informed design refinements that could be undertaken in timely fashion and which communicated that project teams were listening. There were examples where performance on these attributes turned initial community opposition to support.

An effective approach also balanced potentially competing needs and criteria:

- core tactical principles and intent with responsibilities of local roading authorities
- potentially competing objectives – e.g., design quality vs speed, design quality vs affordability - inevitably there will be compromise
- potentially competing criteria – e.g., safety vs aesthetics.

The response of the community to temporary installation can evolve and iterate. Initial opposition could moderate over time as changes and resultant benefits were experienced. Delaying formal feedback for a period of time after installation can therefore be valuable. A delay can also allow initial minor refinements to be made.

The ability to adapt to inevitable change during the tactical process was also important (Figure 4.7). Examples were contingency in response to staff turnover and the emergence of new information that might impact initial objectives or feasibility in some way.

While it was beyond the scope of this evaluation to detail how the tactical approach shaped design outcomes for every project, project teams reported on the number and type of design and other revisions made. Note that at the time of writing, some projects were still gathering community feedback to inform adjustments. Nonetheless, from the project reports submitted it could be ascertained that 23 projects reported adapting their treatments in some way either during construction or post-installation. Further detail on these adjustments is below (note categories are not mutually exclusive).

- Nineteen projects adapted their treatment after initial installation in response to community feedback, road user behaviour, or safety issues.
- Two projects reported minor tweaks to their treatments during construction.
- Sixteen projects removed some elements as part of these adjustments; eight of these removed a “few” elements, three removed less than 50%, and five removed 50% or more. Of the latter five, one was a planned one-month trial, while the remainder undertook removals due to community and stakeholder feedback.

Collectively, the results above, including partial or full project removal, provide evidence of the tactical approach working as anticipated; that is, to inform design and other project adaptations and to manage risk.



Streets Alive | Gore District Council

Adjustments were made to temporary roundabouts and street furniture in response to feedback from emergency services and police.

West Quay Streetscape and traffic calming | Napier City Council

The cycleway was shifted based on stakeholder feedback and digital observation, which also meant some car parks were relocated and the vehicle lane being shifted slightly. This resulted in a large uptake in use and received positive feedback (especially in terms of safety).



Figure 4.7: Examples: Adapting designs in response to feedback

4.6.2. Learning from less successful practice

In many cases, a tactical approach was new. Challenges relating to understanding and procedure were reported by project teams and community partners. As discussed, in many cases, the community was not sufficiently primed for the approach. In addition, the approach generally added complexity and reduced certainty, particularly in regard to next steps. In cases, uncertainty about the longer term plan, including permanent installation, risked mixed messages, unfulfilled community expectations, and reputation risk.

Signalling that a tactical approach is to be used requires project teams to respond and act accordingly in response to community feedback (e.g., acknowledging mistakes, signally willingness to revise designs). This was not always the case, however, as discussed, the correct response was often not just simply a matter of ‘bowing’ to public opposition.

While acknowledging a tactical approach could enhance outcomes, a smaller Council noted the approach was difficult to justify when the rates base was limited, existing budgets were under pressure, and when existing infrastructure such as footpaths were sub-standard. Another team questioned the feasibility of the approach outside low risk and low complexity contexts. Their project, implemented in a busy, urban town centre, faced considerable public opposition, not least because it required behaviour change from a wide, non-local catchment.

4.6.3. Direction from learning

- Waka Kotahi should continue to define the street environments, project types, and behaviour change objectives for which a tactical approach is more or less appropriate. This would include further definition of the different types of ‘communities’ involved in or impacted by projects and the implications of this in terms of engagement and participation (e.g., whose needs and perspectives are prioritised) as well as project feasibility.
- For environments, projects and objectives clearly suited to a tactical approach, Waka Kotahi should continue to rebalance practice and investments in line with core principles (e.g., less ‘in-office’ design, more ‘in-situ’ design and refinement).
- Waka Kotahi should continue to support larger delivery agencies to continue to enhance procedural agility and ability to deliver multiple tactical projects.

4.7. Materials

This section presents the evaluation findings on materials and costs, however, note these areas were less of a focus in the programme evaluation. Other channels will also be used to disseminate relevant learning that was derived in these areas throughout the programme.

Key findings

- Temporary materials can have a disproportionate impact on stakeholder sentiment, particularly if the aesthetic is perceived by stakeholders to be inconsistent with the local environment or values.
- The nature of temporary materials mean that treatments often provide less clarity and certainty with regard to purpose or intent.
- Temporary materials can also have hidden costs or may incur indirect costs.

4.7.1. Learning from successful practice

Project teams highlighted the aesthetics, durability, and practicality of materials were influential in success (also identified in n=9 project reports). In many cases, aesthetics were shown to have a significant influence in community support and acceptance. For example, materials that were consistent with the aesthetic of the built environment and which looked more permanent were more likely to be supported.

The timing, duration, and order of implementation was also important (identified in n=16 project reports). Installation timeframes ranged from five hours to three months, depending on the nature and scale of projects. Around half of the projects took two *weeks or less* to install the main components of treatments with some describing further time for adaptations.



Drews Avenue | Whanganui City Council



West Quay | Napier City Council

Figure 4.8: Example: Materials

The **Deveron St** pop-up cycleway in **Invercargill** took 5 hours to install. The **Safe Routes to Schools and Business** treatments in **Cambridge** were spread throughout the Cambridge East network. Installation was completed in two stages; two weeks for treatments north of Hamilton Road and four weeks for changes south.

4.7.2. Learning from less successful practice

While temporary material can allow faster and more cost-effective installation, this evaluation showed that they can also be problematic in certain contexts. In cases, the aesthetics and quality of temporary materials contributed to community opposition. There were also examples where materials exacerbated opposition or become a disproportionate focus of opposition. Context was influential; there were examples of heightened opposition when materials were regarded as particularly at odds with heritage and other local values of importance.

The nature of temporary materials mean that treatments often provide less clarity and certainty with regard to purpose or intent. Opposition was heightened in cases because the community was not 'expecting' the treatments or the materials installed. This also occurred in cases when the intended function was particularly unclear (e.g. for less orthodox treatments) and when the appearance of the temporary installation or materials was quite different to the likely permanent solution.

Some teams reported that temporary materials did not necessarily equate with lower costs or could have 'hidden' costs; for example, shifting or altering temporary treatments could involve considerable logistics and costs. Further, expenditure on temporary materials, or on any installation that was going to be removed, was difficult for some local stakeholders to accept.

The high number of Innovating Streets projects coming on stream concurrently led to pressures on product/material supply chains and availability. This added to the project administration and management burden experienced at a local level, another indirect cost (e.g., the time required to access and secure delivery of products).

4.7.3. Direction from learning

- The full costs of temporary materials need to be accounted for in project planning and resource allocation.
- Waka Kotahi should continue to develop current guidance on temporary materials paying particular attention to aesthetics, context, durability, practicability, and cost.

- Clear explanations of the purpose and affordances of temporary materials should be integral to any future national and local comms strategy.
- Supply chains and the availability of materials should also continue to be a focus, as programmes like the ISFP Fund can have a significant impact on market supply and demand.
- Waka Kotahi may have further roles in managing the cost of materials (e.g., through bulk purchasing), however, guidance here is beyond the scope of this evaluation.

4.8. Monitoring and evaluation

Key findings

- Projects need clear evaluation criteria and shared understanding of these; otherwise stakeholder opposition can have disproportionate influence over judgements of success and project decision making.
- Delivery organisations are accountable to the communities within which projects occur; criteria relating to engagement, partnership, collaboration, and decision making are important.
- When collecting public feedback on projects, sufficient socio-demographic information should be collected so the relevance and validity of feedback can be determined.

4.8.1. Learning from successful practice

Project teams used a range of methods²⁴ to collect data on project impacts, and often employed a pre/post evaluation design. Many teams (n=13) noted the importance of a monitoring and evaluation plan, including the importance of aligning goals, intended outcomes, and data collection methods. Figure 4.9 shows monitoring of speed change at the South Taranaki project. Comms staff noted the importance of being able to use data to communicate project value, benefits, and impacts. Another learning related to the timing of qualitative data collection that best captured community perceptions and sentiment and a more holistic assessment of impact. Another learning referred to the need to understand wider network impacts when judging success.

²⁴ Data on vehicle speed, volume, and behaviour were collected using pneumatic tubes, vehicle counts, and video; some projects utilised automated digital methods to generate data on vehicle movements. Data on pedestrian, cyclist, and scooter activity was collected through observations, digital and intercept surveys, digital analytic data generated from video, and activity mapping. Public perception, sentiment and user experience was collected using perception surveys, activation events, formal and informal conversations, and the collation of digital engagement data using platforms such as Social Pinpoint and Facebook.

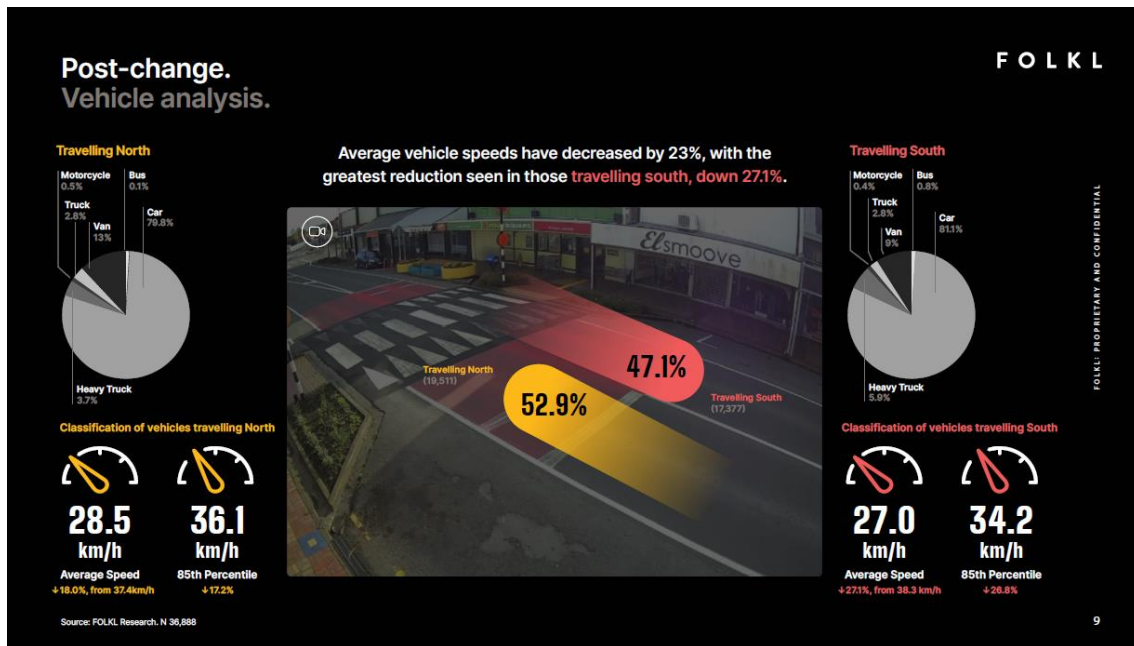


Figure 4.9: Example: Monitoring and Evaluation South Taranaki innovating streets

4.8.2. Learning from less successful practice

It was frequently noted that vocal opponents could have undue influence over decisions, even when they did not represent the majority view or the view of intended beneficiaries, or when their opposition was focused on less important success criteria. It was difficult to challenge the validity of opposition as ‘evidence’ without agreed evaluation criteria. As noted in the evaluation literature (Davidson 2002), shared understanding and acceptance of criteria was important as was the relative weighting of different criteria when judging overall success.

Some projects believed negative feedback was coming predominately from specific segments of the community or those who were not intended beneficiaries. However, they were unable to confirm this as they did not collect sufficient socio-demographic information on those providing feedback; this limited their ability to challenge the validity of some opposition.

Negative feedback (including fear of negative pushback) and pressure to change designs (from public and internal stakeholders) affected the process in some cases, for example by preventing the project from going ahead or significantly changing the scale (identified in n=3 project reports).

Community partners stressed the need to evaluate community engagement and partnership, for example, the quality of partnerships, collaboration, engagement, and decision making (e.g., transparency). They stressed that delivery organisations were as accountable to the communities within which projects take place, as they were the funder.

4.8.3. Direction from learning

- Clear criteria for judging performance and success should be established at a national and local level. Criteria should cover process and outcome dimensions and should include partnership, collaboration, community engagement and decision making.
- Criteria should reflect the full range of project accountabilities – to the funder, the delivery organisation, the community, and other key stakeholders.
- The relative importance of different criteria needs to be defined so overall judgements of merit and worth are possible. For example, community opposition can be interpreted

as an indicator of failure and can have a disproportionate influence over decision making and perceived success.

4.9. Unintended consequences

Key findings

- Identified unintended consequences reflect the system context of innovative street reform, in particular that change in one part of the system can impact other parts.
- For many reasons, projects negatively impacted the health and welfare of individuals. The level of public opposition generated by some projects was a key factor in this. Systems, procedures, and supports (e.g., training) are needed to ensure harms are not repeated.

Table 4.3 shows unintended consequences from projects, as reported by project teams. In most instances, these reflect the system context and the need to design and deliver projects as part of the wider system.

Table 4.3: Unintended consequences from Innovating Streets projects

	(n)
Restricted access for essential services (e.g., delivery, fire, rubbish)	20
Increase in vehicle volumes on other streets	10
Difficulties for people with visual impairments or other disabilities	7
Increase in vandalism	4
Negative impacts on vehicle drivers (e.g., route diversion, congestion)	5
Confusion for pedestrians and cyclists	4
User confusion	3
Increase in vehicle speed on other streets	3
Route diversion for drivers	2

Number of responses are shown. Responses are from 29 project reports. Consequences shown were identified by two or more teams.²⁵

Many participants in the evaluation were concerned about the negative impact some projects had on the health and welfare of individuals, in large part because of the level of stakeholder opposition some projects generated. In cases, individual team members became the target of opposition. Community partners were also particularly vulnerable if local projects were contentious, and it could be difficult for local authorities to support them sufficiently.

Other contributing factors included the under-resourcing of key roles and tasks (as discussed), some teams taking on too many projects, and a lack of skills and experience in 'new' required competencies (e.g., conflict resolution).

Participants agreed strategies were needed to avoid future harms. Recommendations included the national level comms strategy as discussed, training and support to manage conflict and differences, ensuring opposition was directed through programme and not individual channels,

²⁵ Consequences identified by one team only were: Treatment removed by the community; Division within the community; Low community mood; Hostility on social media; Complaint from bus company about the treatment; Increase wait time for cyclists; Vehicles doing U-turns; Driver dissatisfaction; Congestion/queues.

‘safe’ channels for community voice (e.g., by-passing toxic social media), and ensuring community partners had equitable access to Waka Kotahi expertise and support.

4.10. Waka Kotahi team

This section summarises feedback from the Waka Kotahi team on the design of the ISFP Fund team as well as the performance of programme administration and management systems.

4.10.1. Information systems

- The programme information systems were insufficient for the number of projects funded and for the volume of project information generated and required. It was difficult for team members to access the project information they needed and when needed; this meant it was difficult to remain sufficiently informed about projects. Information collection, storage, and access challenges were exacerbated by having multiple projects at different stages of the project cycle.
- Future responses could include:
 - clearer definition of essential project information and reporting required, potentially reducing requirements in less essential areas
 - better use of the existing project management and administration systems employed by the project delivery partner, potentially reducing procedural duplication
 - use of dashboards for critical metrics/essential information.

4.10.2. Project management

- The design gateway provided a formal and robust ‘touch point’ with projects and was effective in identifying design issues and other areas of enhancement. The gateway provided a way to stay in touch and was an anchor to project management.
- The project team did not have the time to check in earlier with projects; as the design gateway came later, design inputs often occurred later in project development. Design inputs may have had greater value earlier in project planning. Greater integration between different areas of advice (e.g., design, technical, evaluation) may have delivered greater value (e.g., enabling advice to be better contextualised).
- A lack of gateway for comms and engagement plans was considered an omission. This would have enabled more proactive guidance and greater oversight of activity
- There was general support for gateways that targeted foundations for success and which enabled earlier scrutiny during project development.

4.10.3. Roles and responsibilities

- Project leads were required to juggle multiple tasks (e.g., SME input, information capture, project management). Given the number of projects, this compromised the project management of each project respectively. Different tasks had competing demands and certain tasks were inevitably compromised. Clearer definition of SME and administration roles respectively would be helpful.
- A lack of clarity about boundaries resulted in some uncertainty about the scope of Waka Kotahi support to projects. Two examples were support to local comms that could be expected in response to public opposition and cycleway design inputs. A bespoke approach was required in respect to design inputs as different delivery partners had different levels of capability and need. However this meant that a standard process could

not be referred to if decision making related to design came under scrutiny (e.g. through public or media enquires).

5. DISCUSSION

The ISFP Fund was an ambitious programme to support the delivery of Innovating Streets projects throughout Aotearoa New Zealand and to build sector capability. A rapid transformation of our urban environments is needed if we are to meet the transport goals under the Emissions Reduction Plan. Programmes such as Innovating Streets have a crucial role to play in this transformation, and continuous improvement is critical. To inform the on-going development of the ISFP programme, this evaluation examined short term outcomes and documented learning.

The fund supported a total of 78 projects that were delivered across 32 cities and towns. The many treatments and interventions delivered report a range of positive impacts, including decreased vehicle speeds, improvements in perceptions of safety, increases in active modes, and people spending time in public spaces. Consistent with the objective to build delivery capability, many project team members did not have previous relevant experience, and over 30 Councils and many hundreds of people have now been involved in innovative street reform. There is now considerable local evidence that will be used to develop local case studies and to enhance existing resources even further. There is a growing CoP, valued by the sector, and with direction for further development.

It has been shown that meaningful stakeholder engagement and participation is achievable in street innovation projects and that this can enhance design solutions and outcomes and build stakeholder support. There is also evidence that a tactical approach can enhance solutions and can provide risk mitigation, in particular through informing iterative design improvements and other project decisions. There is some evidence for the efficacy of a tactical approach in building a pipeline of permanent street innovation, however, at the time of writing a more definitive conclusion here is not yet possible. In cases, successful projects strengthened the commitment of delivery organisations to undertake further changes to the streetscape using a tactical approach. There was also evidence that when projects deliver outcomes of meaning and value to local communities, social licence and stakeholder demand for further street innovation can be strengthened.

There were many challenges, and as might be expected given the complex system and relatively early stage of development, considerable barriers remain. The tactical and co-design approach employed by all projects was new for many stakeholders and because of this resourcing needs were often unclear or underestimated at the start. Subsequent staffing and resource allocation decisions were not always optimal. This added to delivery challenges, as did delivery timeframes. For example, a tactical approach and one-off funding models inherently provide less certainty about next steps and longer term funding commitments. In this context, comprehensive comms support and outreach is essential (Sanoff 2000; Futurewise 2014; Crompton 2017), however, comms was an area that was commonly under-resourced.

Comms teams reported difficulties communicating the mandate, rationale, and benefits of change at a local level, as well as the relatively complex concepts that underpinned the tactical approach. This context gap was shown to be a factor in stakeholder opposition.

Comms teams reported difficulties communicating the mandate, rationale, and benefits of change at a local level, as well as the relatively complex concepts that underpinned the tactical approach. This context gap was shown to be a factor in stakeholder opposition. Opposition was fuelled when projects did not make 'sense' to stakeholders and if projects were perceived as unexpected or unwarranted. Inherent limitations in engagement methods, particularly in the context of larger and more complex projects, undoubtedly contributed to this.

Uncertainty about next steps was also identified as a factor contributing to opposition. It has been observed that having a plan for how and when temporary infrastructure will be made permanent is important (Simpson 2020). Some believe it is inappropriate to test ideas on communities if there is no plan or promise of longer-term investment (Ross, 2019; Simpson 2020). The Tactical Urbanism Handbook (Waka Kotahi 2020) acknowledges that the approach requires a tolerance for uncertainty, and practitioners were supported to work within this context. An earlier process evaluation of ISFP concluded that the programme was strengthening the mandate and legitimacy of innovative street reform within local authority organisations (Blewden and Mackie 2020). This evaluation indicates that similar inputs are now required to develop the understanding and capability of other stakeholders to work within the context of some uncertainty.

Notwithstanding what was learnt about effective engagement and participation, the evaluation found that other factors also contributed to stakeholder opposition. An early project attracted considerable negative media attention and this created a tone, momentum, and sentiment that probably impacted subsequent projects. Opposition voices attract attention and teams described how this could distort perceptions of stakeholder support and opposition respectively. Social media was widely reported as playing a role in spreading misinformation about projects and stoking opposition. Stress related to COVID may have also been a factor, possibly manifested in less tolerance for change.

In several cases, Councils have strengthened their commitment to tactical approaches, including significant plans in Auckland and Wellington. However, evaluation findings also suggest some Councils and practitioners may be more cautious and slightly less willing to undertake Innovating Streets projects (based on survey results). Further, reported constraints on delivery remain relatively consistent and results suggest factors such as risk avoidance tendencies, resistance from the business community, regulatory requirements, BAU tendencies, lack of capacity, cost, and resistance from the community may continue to make it hard to implement Innovating Streets projects. Taken together, findings indicate that significant learning has occurred through project delivery and that practitioners and Councils now have a better understanding of the capabilities and capacities required to deliver successful projects. It's also clear that constraints and challenges are still present and any future Innovating Streets programme will need to create the conditions that overcomes or limits the impact of these constraints.

The earlier process evaluation of ISFP (Blewden and Mackie 2020) recommended strategies to manage the risk that the principles and intent of tactical urbanism might get 'too far ahead' of delivery capacity and capability. Findings from this evaluation suggest this may have occurred in cases, evidenced for example through reports of community expectations about the opportunities presented by the fund being unrealised and through observations of inconsistencies between project messaging about process and what was achievable. Given continued challenges, the need for risk mitigation strategies is further indicated, not least clear definition and communication about scope and the boundaries of achievable practice.

Many of the challenges identified reflect the complex system and the need to plan accordingly in programme and project design (Abercrombie et al 2015, Hargreaves 2010). Cause and effect relationships were evident across different levels in the system; for example timeframes for applying for funding and for delivering projects had impacts throughout the project cycle. It was

also clear that different stakeholders have different perspectives and that projects needed resources and strategies to respond accordingly. Boundaries to influence and control were also identified, perhaps best illustrated by inevitable limits to the effectiveness of any engagement strategy in some contexts. These boundaries also had expression and impact elsewhere, for example, through public opposition and through the likely erosion of social licence. Unexpected consequences were also identified, of most concern negative impacts on the health and welfare of project staff and community partners alike.

The concept of tactical urbanism developed as a 'bottom-up process' lead by the community and in response to where control over urban development decision making lay (Davis 2015; Pagano, 2013; Simpson 2020). Practice has evolved over time and has increasingly been adopted by private sector interests and government agencies (Simpson 2020). This means that tactical projects may now reflect many variants in the level of community participation and control as well as degrees of authorisation, structure, formality, and power sharing (Arlt 2006; Benner 2013; Groth & Corijn 2005; Temel 2006). This evaluation has identified there can be challenges and tensions when the principles of tactical urbanism are adopted by local authorities and when communities are invited or asked to participate. At the outset, and as a minimum, collaborations between local authorities and community partners should be established following principles of effective partnership and with full understanding of scope and boundaries. However, the evaluation also suggest that further consideration is needed of appropriate partnership and community input objectives going forward and when, where and how to achieve these.

6. CONCLUSION AND DIRECTION

This evaluation shows that the ISFP Fund has achieved or has made progress towards achieving intended short-term outcomes. Significant learning has occurred – there is now a much better understanding, both nationally and locally, of what is required to ensure Innovating Streets projects are successful. A range of evidence supports core propositions of the intervention logic model underpinning the fund, however, the need to revisit aspects of the model are also indicated. For example, questions are raised as to whether and to what extent individual projects can increase social licence for street reform using temporary infrastructure, particularly in the absence of a compelling ‘why’. There have also been significant challenges, and as might be expected given the complex system, considerable challenges remain. Many of these reflect the complex system and reinforce the importance of ISFP continuing to intervene at all levels of the Innovating Streets system.

There has also been further learning about the settings, projects type and size or scope of projects that are more suited to tactical urbanism approaches than others; supporting Councils to be more discerning about where, when, and how to use tactical urbanism will be important moving forward. There are also risks when the principles of tactical urbanism are adopted by local authorities and when communities are invited or asked to participate in street reform, without a strong national or city message, purposeful planning and careful attention to issues of power and control. Stakeholder opposition to individual projects is likely to have negatively impacted social licence in cases and continued national level leadership and strategy will be needed to further build stakeholder understanding and support for further reform.

6.1. Future directions

Waka Kotahi team

Further development of an ISFP team within Waka Kotahi should ensure :

- the team has the capacity and capability required to project manage funded projects appropriately
- information systems with necessary capacity and capability (e.g., given the number of projects funded, core information and decision making needs)
- information requirements from projects are streamlined as far as possible, for example, through clearer definition of essential information, greater use of existing information systems employed by delivery organisations, and the use of dashboards.
- optimising the availability, timing, and value of SME advice provided to projects; this would include clear role definition for SME and other roles respectively and the enhanced integration of different SME advice where this adds value.

Programme and project design

Ensure the scope of any future funding is clearly defined:

- Innovating Streets is clearly positioned within the wider Government system of responses to climate change and other urgent challenges.
- scope is consistent with sector capability and capacity including system constraints
- criteria for the type of projects and project contexts that are in and out of scope

- criteria for the type of treatments that are in and out of scope for temporary installation (e.g., given existing standards, requirements, constraints)
- consider the inclusion of broader and more innovative ways that treatments can be used to indirectly transform the road space (e.g., use of footpaths and buildings)
- definition of role boundaries between Waka Kotahi and delivery organisations (e.g. with respect to local comms support, design inputs), including where boundaries are flexible depending on local capacity and other context.

Consider funding fewer Innovating Streets projects in the future, with projects and delivery organisations selected to optimise the likelihood that projects will reproduce and scale successful models and further advance best practice learning.

- This may require funding fewer projects of larger scale however this evaluation has also identified risks when the scope and size of tactical projects becomes too large or complex.
- Further definition is needed of the project types and contexts that are more and less appropriate for a tactical approach.

Consider increasing the number of project development gateways, with gateways focused on ensuring that foundations for success are established, and that near ‘real time’ learning and adaptation occurs.

- The funding application process should ensure all projects go through robust pre-funding planning and assessment.
- All projects should have a clear need and warrant for local action, including appropriate community support.
- Gateways should be timed so the value of SME advisory inputs are maximised.
- A gateway for comms and engagement strategy appears advisable.

Based on this evaluation, undertake further definition of essential skills and capacities for success:

- address factors identified in this evaluation (e.g., delivery pressures) as likely to have constrained the extent to which project delivery was an effective vehicle for capability development.

Ensure delivery timeframes support any specified practice approach (e.g., authentic community participation if this is sought).

Ensure funding, programme, and project design give as much certainty to stakeholders as possible:

- longer term planning and investment plan
- pathway to permanence
- consider other controls to reduce uncertainty (e.g., setting uniform limits on the time that temporary treatments can remain in place without securing funding for permanent installation).

Consider optimal funding models for the sustained development of tactical skills and experience in smaller and larger delivery agencies:

- one-off funding models may always led to some reliance on consultants, given uncertain funding security

- consider how the strategic development of tactical capability is best supported, rather than development on a project by project basis
- sustaining a critical mass of tactical experts and advocates (at least in larger delivery organisations) may be less likely if funding models led to tactical projects or roles being assigned on top of existing business as usual workloads or if projects are allocated a specific proportion of expert input in relative isolation from the wider project
- in larger organisations, the optimal model may be the establishment of a tactical team to work across projects rather than having teams set up around individual projects.

Consider further training and incentives to increase the willingness and ability of delivery organisations to maintain the course of trials in the face of local opposition (i.e., when maintaining the course is the appropriate action for optimising decision making).

Ensure the overall design of the programme and project level procedures protect staff and all stakeholders from harm:

- clear intent and scope, clearly communicated to all stakeholders (e.g. what is the nature and scope of community input sought)
- local opposition directed through programme channels, not through/at individuals
- protections, training and other supports to all – project staff, community partners, local champions and advocates.

Partnerships and collaboration

Ensure project teams are established in accordance with key principles of effective partnerships, particularly when local authorities work collaboratively with community partners. Key principles include:

- shared understanding of scope, purpose, and constraints
- mutual acknowledgment of the added value/strength created through partnership
- mechanisms for surfacing and addressing expectations, needs, and concerns
- attention to issues of equity and fairness (i.e., ensure community partners have equitable access to Waka Kotahi expertise and support).
- as far as possible, a transparent and open approach.

Communications

Implement a national-level comms strategy to explain the need, mandate, rationale and approach of local Innovating Streets projects, within the wider context of transport system reform.

Further define the comms support required and expected at the project level; reset the funding model accordingly.

Consider establishing a comms and engagement special interest group within the CoP.

Develop strategies to minimise the negative impact that social media can have on projects:

- guide/support the development of 'safe' alternative channels for community voice
- training in social media management.

Capacity and capability

Sector capability development should continue to be a key objective. Capability development will require a continued focus on addressing system level constraints to practice, using a range of interventions.

Further develop local cases studies and current resources, drawing on the evidence and learning derived from the current suite of Innovating Streets projects.

Further development of the CoP should focus on:

- enhancing access, reach and influence
- the further tailoring of information to need
- more active facilitation of peer to peer learning
- greater flexibility in how information and learning is accessed
- encouragement to participate for professional development.

Continued professional development in core areas (e.g., co-design method).

Develop professional development in newer areas of practice for transport practitioners (e.g., conflict resolution, values analysis, cultural competency, cross cultural engagement, social media, temporary materials).

Installation, materials and costs

Waka Kotahi should continue to develop current guidance on temporary materials paying particular attention to aesthetics, context, durability, practicability, direct and indirect cost.

Clear explanations of the purpose and affordances of temporary materials should be integral to any future national and local comms strategy.

Supply chains and the availability of materials should also continue to be a focus, as programmes like the ISFP Fund can have a significant impact on market supply and demand.

Waka Kotahi may have further roles in managing the cost of materials (e.g., through bulk purchasing), however, guidance here is beyond the scope of this evaluation.

Monitoring and evaluation

Clear criteria for judging performance and success should be established at a national and local level. Criteria should cover process and outcome dimensions and should include contribution to system transformation, contribution to climate, safety, and mode shift goals, partnership, community engagement, and decision making.

Criteria should reflect the full range of project accountabilities – to the funder, the delivery organisation, the community, and other key stakeholders.

The relative importance of different criteria needs to be defined so overall judgements of merit and worth are possible. For example, community opposition can be interpreted as an indicator of failure and can have a disproportionate influence over decision making and perceived success.

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APPENDIX A: INNOVATING STREETS CONSTRAINTS

Figure A.1: Identified constraints to Innovating Streets projects



Source: Waka Kotahi

APPENDIX B: TACTICAL URBANISM

Overview

Tactical urbanism involves the demonstration and testing of urban change proposals using temporary and lower cost materials (Barata and Fontes 2017; Dube 2009; Lydon and Garcia 2015). The approach provides a relatively low risk and low cost way to deliver change benefits relatively quickly, to learn from success and failure, and to inform decisions about permanent installation.

Tactical urbanism began as a bottom-up process; typically led by community members who wanted to address problems within their communities and who saw limitations in the ability of public agencies to address these (Davis 2015; Pagano, 2013; Simpson 2020). As an approach that involved community members in grassroots level change, the practice reflected democratic ideals of citizen insurgency and participation, reflected the assertion that community members required more say in decisions concerning public space, and challenged status quo systems of urban governance (Alisdairi 2014; Pagano 2013).

The practice of tactical urbanism has evolved over time and has increasingly been adopted by private sector interests and government agencies (Simpson 2020). Projects may therefore reflect differing levels of community participation and control; from entirely community led to entirely led by city or government agencies (Simpson 2020). Projects may similarly lie on a range of continuum; for example, authorisation - sanctioned to unsanctioned (Benner 2013), structure - informal to formal and bureaucratic (Arlt 2006; Groth & Corijn 2005; Haydn & Temel 2006), and power – vertical and structured (typical of government) to horizontal, versatile and collaborative (Alisdairi 2014).

Tactical approaches have recently been increasingly used by government agencies seeking to act quickly in response to climate change and to facilitate community participation in projects (Simpson 2020). Both these drivers were instrumental in the adoption of the approach for Innovating Streets projects funded through the ISF.

Lydon (2011) distinguishes tactical urbanism from other similar concepts by stating that tactical projects seek to catalyse longer-term change. He described five distinct practice characteristics:

- a deliberate, phased approach to instigating change
- the offering of local solutions for local planning challenges
- short-term commitment and realistic expectations
- low-risks with the possibility of high reward
- the development of social capital and organisational capacity involving public-private institutions, community groups and members.

Advantages and benefits

The potential advantages and benefits of a tactical urbanism approach have been extensively documented in the literature; in summary:

- enabling community participation in identifying problems, needs, and solutions
- temporary interventions can enable ‘experiential’ engagement in proposed changes, in a low-risk and low cost way (Gehl Studio 2016); this can address traditional engagement challenges such as trying to communicate design intent through concept plans

- experiential engagement can engage larger and more diverse groups of people, potentially giving voice to otherwise silent majorities or those less likely to participate
- negative feedback can be addressed and designs refined prior to scaling to permanence.

Effective practice

Characteristics of effective tactical urbanism practice have also been documented in the literature; in summary these include:

- the use of community partnerships to empower communities, ensure community participation, and to build community trust, capacity, leadership, and ownership (Simpson 2020)
- the formation of partnerships with local, trusted community organisations particularly if projects are initiated by city or government agencies (Simpson 2020)
- comprehensive outreach and engagement; as important to success as intervention quality (Sanoff 2000; Futurewise 2014; Crompton 2017)
- use of interactive, informal, and in-situ engagement methods (Sanoff 2000; Futurewise 2014; Crompton 2017; de la Peña et al 2017)
- public communications through a variety of channels before, during, and after projects (Simpson 2020)
- on-site signage explaining purpose; access to project staff on site (Simpson 2020)
- clarity about timelines and longer term plans, including permanency; important when working within marginalised or disenfranchised communities (Simpson 2020)
- attention to ensuring that project aesthetics do not appear cheap (Simpson 2020).

Potential risks and limitations

Potential risks and limitations of a tactical approach have also been documented; in summary:

- ‘safe street’ infrastructure projects may ignore what ‘safety’ means to different groups of people, particularly marginalised populations; in this way, projects may actually perpetuate historical oppressions (Lugo et al 2017; Wilson 2018)
- marginalised groups may be excluded from participation and from having influence (Davidson 2013; Douglas 2018; LaFrombois 2017; Shapiro 2013)
- local city or government led projects may present specific barriers to participation, for example, application procedures requiring significant time and resources (Lindy Institute for Urban Innovation 2019)
- formalising and codifying the approach by local city or government agencies risks undermining or taking advantage of a creative, grassroots initiative (Sparks 2019)
- projects risk complicity with a neoliberal planning regime and outcomes (Brenner 2015; Haydn & Temel 2006); projects may be perceived as contributing to gentrification and displacement (Finn 2014; LaFrombois 2017; Lehtovuori & Ruoppila, 2017; Mould, 2014)
- the process may offer limited opportunity and capacity for group deliberation; for many, participation may take the form of “reacting” (Davidson 2013)
- insufficient community engagement may lead to projects and outcomes that do not represent the local context or need (Loukaitou-Sideris et al 2012; Abad 2012; Shapiro 2013); if engagement and participation processes do not build trust or are not empowering, projects may be rejected by the community (Simpson 2020)

- some argue it is inappropriate to use communities to test ideas if there is no plan or promise of longer-term investment (Ross, 2019; Simpson 2020); and that scaling to permanence should only occur if projects were truly representative of and supported by the community (Ross, 2019).

APPENDIX C: CHARACTERISTICS OF SUCCESSFUL INNOVATING STREETS PROJECTS

Waka Kotahi detailed design characteristics of successful Innovating Streets projects.²⁶ While this evaluation did not assess projects against these, the characteristics are summarised below to provide context for the evaluation.

Table C.1: Design characteristics of successful innovating street projects.

Strong foundation	Projects build upon an overall vision, comprehensive project plan ²⁷ and communications and engagement strategy.
Responding to place	Projects account for and link to place, spatial and cultural context, site opportunities and constraints, wider strategies and plans. Projects are understood as part of larger systems – street, neighbourhood, community, city, region.
Measurement	The integration and use of monitoring and evaluation to track project implementation, inform project decisions, understand outcomes and success, and provide learning to inform future practice and projects.
Innovation	The delivery organisation supports innovation, risk, and the possibility of failure. There is willingness to challenge business-as-usual practices. There is ‘buy-in’ from decision makers, officials, and elected members. There is willingness to ‘front’ projects and to continue in the face of opposition or lack of immediate results.
Collaborative team	Multidisciplinary ²⁸ teams that provide the range of skills and attributes required. There are clearly allocated roles and responsibilities and teams have the ability to work collaboratively.
Communication and engagement	Strategy is proactive, inclusive, and collaborative. As far as possible, there is active and meaningful community participation in identifying problems, needs, and solutions. Projects are linked to higher level goals (e.g., reduced emissions).
Consideration of costs and funding	There is the potential for ‘downstream’ cost savings (e.g., permanent installations are more likely to be fit-for-purpose and less likely to require remediation in the future).

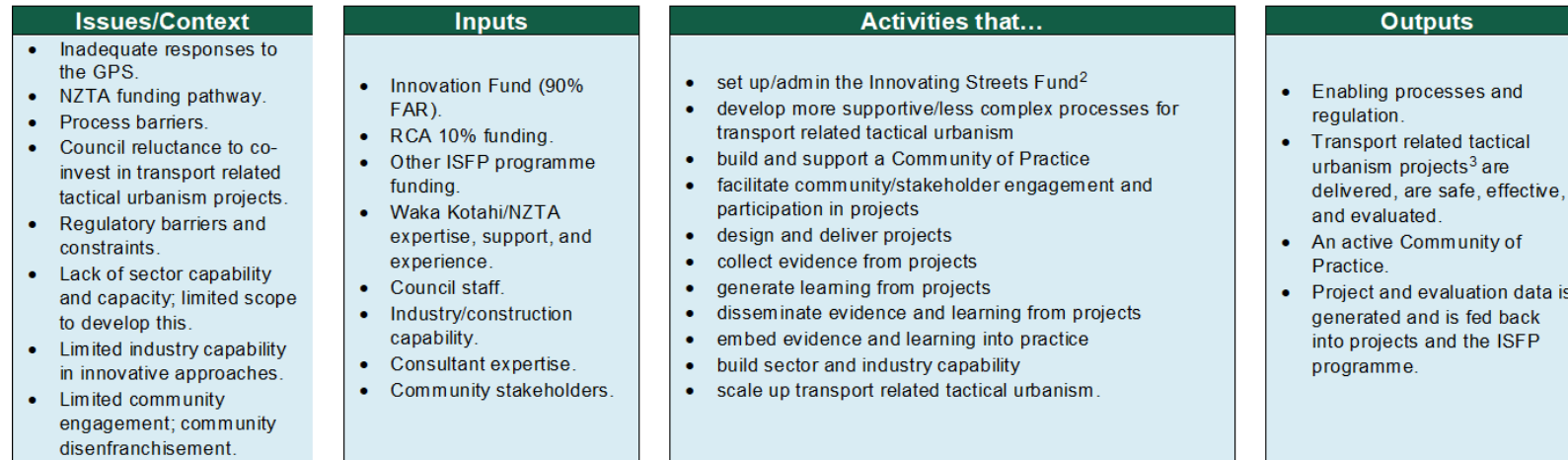
²⁶ <https://www.nzta.govt.nz/roads-and-rail/innovating-streets/what-were-looking-for/>

²⁷ Including clear problem and purpose statement, stakeholder analysis, core principles and values, clearly stated goals and objectives, milestones, critical paths, budgets, and risks management plan.

²⁸ For example: community leadership and representation, project champion, design, place-making, technical specialists, communications and engagement, monitoring and evaluation.

APPENDIX D: EVALUATION FRAMEWORK

INNOVATING STREETS FUND INTERVENTION LOGIC MODEL¹



¹ The Innovating Streets Fund is a key component of the Innovating Streets for People programme.

The Innovating Streets Fund short-term, mid-term, and long-term outcome model (over-page):

- shows intended outcomes from the Innovating Streets Fund (not the overall Innovating Streets for People programme)
- shows intended outcomes only (e.g. does not describe underlying programmes of work)
- assumes that short term outcomes will proceed long term outcomes
- assumes that long term outcomes will contribute to impacts but will not solely lead to impacts (e.g. a range of inputs/factors will determine impact).

The delivery of transport related tactical urbanism projects funded through the Innovating Streets Fund will not in itself be sufficient to achieve intended longer-term outcomes.

Long term outcomes will require on-going inputs and activities to leverage impacts and learnings from projects delivered (e.g. wide dissemination of project derived learnings will be essential to increasing sector capability).

² e.g. Set up fund and application process; promote/elicite applications; assess/select funded projects; support/coordinate funded projects.

³ Including COVID-19 response projects.

INNOVATING STREETS FUND (ISF) INTERVENTION LOGIC MODEL

Short-Term Outcomes	Mid-term Outcomes	Long-term outcomes	Impacts
<i>Inception of ISF to delivery of ISF projects (Jan 2020 to June 2021)</i>	<i>Up to 3+ years following delivery of ISF projects (July 2021– July 2024)</i>	<i>From July 2024</i>	<i>Safer transport system</i>
Awareness, content, and use of ISFP transport related tactical urbanism resources are enhanced through ISF projects.	ISFP resources are a core resource in transport related tactical urbanism practice in NZ.	ISFP Programme <ul style="list-style-type: none"> Increased social licence¹ for transport related tactical urbanism projects. Process/regulatory barriers are addressed or mitigated. Easier, faster, more affordable, and less risky to make streets safer/more liveable. Increased number of transport related tactical urbanism projects delivered. Transport related tactical urbanism projects are not reliant on inputs from Waka Kotahi. An effective CoP not reliant on Waka Kotahi. Transport related tactical urbanism is BAU for most Councils. More NZ case studies and evidence from transport related tactical urbanism projects. Easier to extrapolate practice lessons to other settings. Transport/Mobility/Placemaking <ul style="list-style-type: none"> More people-friendly spaces. Safer/easier mobility and access. Mode shift influence from ISFP evident. 	<i>Greater economic prosperity</i>
Meaningful community/stakeholder engagement and participation in the design/delivery of transport related tactical urbanism projects. The design of ISF projects are enhanced through tactical approaches (e.g. trials, tests); risks are reduced.	Transport related tactical urbanism projects are supported and valued by communities and stakeholders. Permanent designs are enhanced (e.g. through testing, project derived learning.)		<i>Enhanced liveability</i>
ISF projects ² achieve intended outcomes.	Increased confidence by Councils to fund transport related tactical urbanism projects.		<i>Enhanced access to opportunities</i>
Sector gains knowledge, skills, experience, and confidence delivering transport related tactical urbanism projects. Process and regulatory barriers to transport related tactical urbanism projects are further identified and continue to be addressed.	Increased willingness by Councils to use transport related tactical urbanism projects to build a pipeline of permanent projects. Advanced understanding of how to address or mitigate identified barriers.		<i>Enhanced wellbeing; reduced harm</i>
ISF projects demonstrate how transport related tactical urbanism projects can lower costs.	Transport related tactical urbanism projects achieve cost savings or are delivered at lower cost compared to conventional approaches.		<i>Increased physical activity</i>
There is a growing Community of Practice (CoP) valued by the sector.	An effective Community of Practice less reliant on inputs from Waka Kotahi.		<i>Improved public health</i> <i>Environment (e.g. reduced emissions, noise pollution)</i>

Continued Waka Kotahi investment in Innovating Streets for People based on demonstrated value and return and increased social licence

¹ e.g. Increased community demand/support, increased political support/mandate.

² Including COVID-19 response projects.

APPENDIX E: INTERVENTION LOGIC MODEL PROPOSITIONS

Table E.1. Propositions of the Innovating Streets Fund intervention logic model

Causal relationship	Mechanism
A tactical approach will enhance project design, reduce risk, and increase the likelihood that permanent treatments are fit for purpose.	Design refinements and improvements will be achieved through trials and testing.
Meaningful community and stakeholder participation in projects will enhance designs and outcomes.	Community and stakeholder knowledge will enhance projects and solutions.
Meaningful community and stakeholder participation in projects will increase demand for more.	Development of community ownership and commitment. Experience of: <ul style="list-style-type: none"> • community inputs having an influence • community needs being addressed • positive outcomes and impacts from projects
Projects will help to identify and address practice constraints and barriers to innovating streets projects and reform.	Projects will function as a vehicle for identifying and addressing constraints and barriers.
Successful projects will increase the willingness of Councils to use tactical projects to build a pipeline of permanent innovative street solutions.	Increased confidence by Councils that designs/solutions: <ul style="list-style-type: none"> • are fit for purpose • will have intended impacts • are accepted by communities. Increased confidence by Councils: <ul style="list-style-type: none"> • in a tactical approach • in the benefits of a tactical approach • that there is social licence for innovating streets projects and a tactical approach.
Projects will enhance sector knowledge, skills, experience, and confidence to undertake and scale innovating streets projects using tactical methods.	Projects will function as a vehicle to develop and sustain knowledge, skills, experience, and confidence.
The content, quality, and relevance of innovating streets resources will be enhanced through projects.	Projects will generate relevant and useful learning in the NZ context.

The enhanced content, quality, and relevance of innovating streets resources will lead to increased use' resources will become core to NZ practice.	NZ sector will use learning that is relevant and useful in the NZ context.
Projects will support the emergence of a Community of Practice valued by the sector and which builds sector capability.	Projects provide a timely and relevant catalyst for sector participation in a Community of Practice.

APPENDIX F: FIRST SECTOR SURVEY

Introduction

Thank you for completing the Innovating Streets Fund survey.

Terms used to describe the types of transport projects funded through the Innovating Streets Fund can include tactical urbanism projects, transitional street projects, innovating streets projects, and placemaking projects. In this survey, the general term transport related tactical urbanism project is used to refer to all these types of projects.

To start the survey, please click [Next](#) below.

Involvement in Innovating Streets Fund Projects

- Q1.** How many transport related tactical urbanism projects funded through the Innovating Streets Fund are you directly involved in? (e.g. as part of the project team).
- None
 - One (*Skip to Q3*)
 - Two (*Skip to Q3*)
 - Three (*Skip to Q3*)
 - Four (*Skip to Q3*)
 - Five or more (*Skip to Q3*)
 - Not sure
- Q2.** How many transport related tactical urbanism projects funded through the Innovating Streets Fund do you have an interest in, directly or indirectly?
- None (*Skip to Q6*)
 - One
 - Two
 - Three
 - Four
 - Five or more
 - Not sure
- Q3.** Which best describes the context of your involvement or interest in these project/s? (*Tick one only*)
- Community (e.g. group, representative, resident)
 - Council employee
 - Consultant
 - Local government politician
 - Other (please specify)

Q4. What is the nature of your involvement or interest in these project/s? (*Tick all that apply*)

- Auditing (e.g. accessibility, road safety)
- Co-design facilitation
- Community member/representative
- Communications
- Construction/installation
- Design (e.g. project, treatment, intervention)
- Event coordination
- Housing development/regeneration
- Policy/regulatory
- Project management
- Procurement
- Research, monitoring, or evaluation
- Transport/travel planning
- Traffic engineering
- Urban design/Placemaking
- Other (please specify)

Q5. In which regions are the projects you are involved in or have an interest in located? (*Tick all that apply*)

- Northland
- Auckland
- Waikato
- Bay of Plenty
- Gisborne
- Hawke's Bay
- Taranaki
- Manawatu-Wanganui
- Wellington
- Tasman/Nelson Marlborough
- West Coast
- Canterbury
- Otago
- Southland
- Not sure

Experience and understanding

These next questions are about your current experience and understanding of transport related tactical urbanism projects.

Q6. Prior to the Innovating Streets Fund, were you previously involved in any transport related tactical urbanism projects? (regardless of whether funded by Waka Kotahi or not).

- Yes
- No
- Not sure

Q7. Prior to the Innovating Streets Fund, did you have any previous experience in the use of co-design as a community engagement tool in transport projects?

- Yes
- No
- Not sure

Experience and understanding

Q8. What is your current level of understanding about the following?

	No understanding	Some understanding	Moderate understanding	High understanding	Very high understanding	Not sure
Typical reasons for transport related tactical urbanism projects						
Using a co-design approach with community and other stakeholders						
Typical stages in transport related tactical urbanism projects						
The range of people who should be involved in transport related tactical urbanism projects						

Innovating Streets Community of Practice

A range of resources are available through the Innovating Streets Community of Practice to support transport related tactical urbanism projects.

Q9. Were you aware that Innovating Streets project case studies were available through the Innovating Streets for People website?

- Yes
- No (*Skip to Q13*)
- Not sure (*Skip to Q13*)

Q10. Have you read, used, or referred to any of the Innovating Streets project case studies?

- Yes
- No (*Skip to Q13*)
- No-don't have access to these (*Skip to Q13*)
- Not sure (*Skip to Q13*)

Q11. How useful have the case studies been in your work or involvement in transport related tactical urbanism projects?

- Very useful
- Useful
- Neither useful nor not useful
- Not useful
- Not useful at all
- Not sure

Q12. Please explain your answer. [*Open-ended text box*]

Q13. Were you aware of the availability of the Tactical Urbanism Handbook?

- Yes
- No (*Skip to Q17*)
- Not sure (*Skip to Q17*)

Q14. Have you read, used, or referred to the Tactical Urbanism Handbook?

- Yes
- No (*Skip to Q17*)
- No-don't have access to this (*Skip to Q17*)
- Not sure (*Skip to Q17*)

Q15. How useful has the Tactical Urbanism Handbook been in your work or involvement in transport related tactical urbanism projects?

- Very useful
- Useful
- Neither useful nor not useful
- Not useful
- Not useful at all
- Not sure

Q16. Please explain your answer. [*Open-ended text box*]

Q17. Were you aware of the availability of the Innovating Streets Community of Practice webinars?

- Yes
- No (*Skip to Q21*)
- Not sure (*Skip to Q21*)

Q18. Have you participated in any of the Community of Practice webinars?

- Yes
- No (*Skip to Q21*)
- No-don't have access to these (*Skip to Q21*)
- Not sure (*Skip to Q21*)

Q19. How useful have the Community of Practice webinars been in your work or involvement in transport related tactical urbanism projects?

- Very useful
- Useful
- Neither useful nor not useful
- Not useful
- Not useful at all
- Not sure

Q20. Please explain your answer. [*Open-ended text box*]

Q21. Were you aware of the availability of the Innovating Streets TEAMs website?

- Yes
- No (*Skip to Q25*)
- Not sure (*Skip to Q25*)

Q22. Have you read, used, or referred to the TEAMs website?

- Yes
- No (*Skip to Q25*)
- No-don't have access to this (*Skip to Q25*)
- Not sure (*Skip to Q25*)

Q23. How useful have the TEAMs website been in your work or involvement in transport related tactical urbanism projects?

- Very useful
- Useful
- Neither useful nor not useful
- Not useful
- Not useful at all
- Not sure

Q24. Please explain your answer. [*Open-ended text box*]

Organisational capability

The next question is about the current capability of your Council to deliver transport related tactical urbanism projects. If you are not a Council employee, please assess the capability of your local Council.

Q25. Excluding the use of consultants, what capability does your Council currently have in the following areas of transport related tactical urbanism projects?

	No capability	Some capability	Moderate capability	High capability	Very high capability	Not sure
Defining the problem, need, or opportunity to be addressed						
Overall project design (e.g. objectives, resources required, success measures)						
Using a co-design approach involving the community and other stakeholders						
Undertaking other community engagement						
Designing treatments						
Identifying and sourcing materials						
Managing stakeholders (e.g. building support, managing opposition)						
Ensuring appropriate integration with related projects or programmes						
Using trials to inform permanent design improvements						
Monitoring and evaluating						
Communication (e.g. project intent, rationale, and outcomes)						
Overall project management						

Q26. To what extent are the following factors a constraint currently on the delivery of transport related tactical urbanism projects in your region?

	Not a constraint	A minor constraint	A moderate constraint	A large constraint	A very large constraint	Not sure
Business as usual tendencies						
Risk avoidance tendencies						
Resistance from the community						
Resistance from the business community						
Lack of credible New Zealand examples or evidence						
Lack of organisational leadership or mandate						

Lack of delivery skills or experience						
Lack of capacity (e.g. staffing, available staff time)						
Access to appropriate materials						
Regulatory requirements (e.g. TCD trial requirements, temporary traffic management)						
Access to funding/funding criteria						
Project cost						
Uncertainties about tactical urbanism projects (e.g. cost/benefits, timeframes, durability of materials)						

Q27. What other constraints are there currently on the local delivery of transport related tactical urbanism projects? [*Open-ended text box*]

Current and future practice

Q28. Do you agree or disagree that decision makers in your Council are willing to use transport related tactical urbanism projects to build a pipeline of permanent transport projects?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Q29. Please explain your answer. [*Open-ended text box*]

Q30. Do you agree or disagree that decision makers in your Council are willing to fund transport related tactical urbanism projects even if the level of funding contribution from Waka Kotahi decreases?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Q31. Please explain your answer. [*Open-ended text box*]

Q32. Do you agree or disagree that decision makers in your Council are confident in the capability of Council to deliver transport related tactical urbanism projects?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree

- Strongly disagree
- Not sure

Q33. Please explain your answer. [*Open-ended text box*]

Q34. Do you agree or disagree that decision makers in your Council are confident that transport related tactical urbanism projects can be delivered at lower cost compared to conventional approaches?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Q35. Please explain your answer. [*Open-ended text box*]

Q36. Finally, how easy or difficult overall is it currently for you or your organisation to deliver transport related tactical urbanism projects?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- Not sure

Q37. Please explain your answer. [*Open-ended text box*]

End of survey

This is the end of the survey. Thank you for your participation. To exit the survey please click [Done](#) below.

APPENDIX G: SECOND SECTOR SURVEY

Introduction

Thank you for completing the Innovating Streets Fund survey.

This survey was first conducted in late 2020 and is now being repeated to examine the impact of Innovating Streets Fund projects on sector practice, capability, and learning. Thank you for completing the survey again if you completed it in 2020.

Your feedback is important even if the Innovating Streets Fund project/s you have been involved in have been completed or have been discontinued.

In this survey, the term 'transport related tactical urbanism project' is used to refer to all the different types of projects funded under the Innovating Streets Fund.

To start the survey, please click [Next](#) below.

Involvement in Innovating Streets Fund Projects

Q1. How many transport related tactical urbanism projects funded through the Innovating Streets Fund are you directly involved in? (e.g. as part of the project team).

- None
- One (*Skip to Q3*)
- Two (*Skip to Q3*)
- Three (*Skip to Q3*)
- Four (*Skip to Q3*)
- Five or more (*Skip to Q3*)
- Not sure

Q2. How many transport related tactical urbanism projects funded through the Innovating Streets Fund do you have an interest in, directly or indirectly?

- None (*Skip to Q6*)
- One
- Two
- Three
- Four
- Five or more
- Not sure

Q3. Which best describes the context of your involvement or interest in these project/s? (*Tick one only*)

- Community (e.g. group, representative, resident)
- Council employee
- Consultant
- Local government politician
- Other (please specify)

Q4. What is the nature of your involvement or interest in these project/s? (*Tick all that apply*)

- Auditing (e.g. accessibility, road safety)
- Co-design facilitation
- Community member/representative
- Communications
- Construction/installation
- Design (e.g. project, treatment, intervention)
- Event coordination
- Housing development/regeneration
- Policy/regulatory
- Project management
- Procurement
- Research, monitoring, or evaluation
- Transport/travel planning
- Traffic engineering
- Urban design/Placemaking
- Other (please specify)

Q5. In which regions are the projects you are involved in or have an interest in located? (*Tick all that apply*)

- Northland
- Auckland
- Waikato
- Bay of Plenty
- Gisborne
- Hawke's Bay
- Taranaki
- Manawatu-Wanganui
- Wellington
- Tasman/Nelson Marlborough
- West Coast
- Canterbury
- Otago
- Southland
- Not sure

Experience and understanding

These next questions are about your current experience and understanding of transport related tactical urbanism projects.

Q6. Prior to the Innovating Streets Fund, were you previously involved in any transport related tactical urbanism projects? (regardless of whether funded by Waka Kotahi or not).

- Yes
- No
- Not sure

Q7. Prior to the Innovating Streets Fund, did you have any previous experience in the use of co-design as a community engagement tool in transport projects?

- Yes
- No
- Not sure

Experience and understanding

Q8. What is your current level of understanding about the following?

	No understanding	Some understanding	Moderate understanding	High understanding	Very high understanding	Not sure
Typical reasons for transport related tactical urbanism projects						
Using a co-design approach with community and other stakeholders						
Typical stages in transport related tactical urbanism projects						
The range of people who should be involved in transport related tactical urbanism projects						

Innovating Streets Community of Practice

A range of resources are available through the Innovating Streets Community of Practice to support transport related tactical urbanism projects.

Q9. Have you read, used, or referred to the Tactical Urbanism Handbook?

- Yes
- No (*Skip to Q12*)
- No – don't have access to this (*Skip to Q12*)
- Not sure (*Skip to Q12*)

Q10. How useful has the Tactical Urbanism Handbook been in your work or involvement in transport related tactical urbanism projects?

- Very useful
- Useful
- Neither useful nor not useful
- Not useful
- Not useful at all

- Not sure

Q11. Please explain your answer. [*Open-ended text box*]

Q12. Have you participated in any of the Community of Practice webinars?

- Yes
- No (*Skip to Q15*)
- No - don't have access to these (*Skip to Q15*)
- Not sure (*Skip to Q15*)

Q13. How useful have the Community of Practice webinars been in your work or involvement in transport related tactical urbanism projects?

- Very useful
- Useful
- Neither useful nor not useful
- Not useful
- Not useful at all
- Not sure

Q14. Please explain your answer. [*Open-ended text box*]

Q15. What further supports, if any, should Waka Kotahi provide to support transport related tactical urbanism projects. Please explain your answer [*Open-ended text box*]

Practice capability

Q16. Please rate, in the following areas, the extent your practice capabilities have developed as a result of the Innovating Streets Fund projects you have been involved or have been interested in. Tick 'Not Applicable' for any areas you have not been involved in

	No capability development	Some capability development	Moderate capability development	High capability development	Very high capability development	Not sure
Defining the problem, need, or opportunity to be addressed						
Overall project design						
Allocation of project resources (e.g. staffing, budgets)						
Using a co-design approach						
Undertaking other community engagement						
Designing treatments						
Identifying and sourcing materials						
Managing stakeholders (e.g. building support, managing opposition)						

Integrating projects with related strategies (e.g. wider strategy)						
Using trials to inform permanent design improvements						
Monitoring and evaluating						
Communication						
Overall project management						

Organisational capability

(For Council Employees, Community, Local Politicians, or Other) The next question is about the current capability of your Council to deliver transport related tactical urbanism projects. If you do not work directly for a Council, please consider your local Council

(For Consultants) The next question is about the current capability of the Council/s you have worked with to deliver transport related tactical urbanism projects

Q17. (For Council Employees, Community, Local Politicians, or Other) Excluding the use of consultants, what capability does your Council currently have in the following areas of transport related tactical urbanism projects? Tick 'Not Sure' for any areas you are not sufficiently involved in or aware about.

(For Consultants) Please rate the capability of the Council/s you have worked with in the following areas of transport related tactical urbanism projects. Provide overall ratings if you have worked with multiple Councils. Tick 'Not Sure' for any areas you are not sufficiently involved in or aware about.

	No capability	Some capability	Moderate capability	High capability	Very high capability	Not sure
Defining the problem, need, or opportunity to be addressed						
Overall project design (e.g. objectives, resources required, success measures)						
Allocation of project resources (e.g. staffing, budgets)						
Using a co-design approach involving the community and other stakeholders						
Undertaking other community engagement						
Designing treatments						
Identifying and sourcing materials						
Managing stakeholders (e.g. building support, managing opposition)						
Integrating projects with related strategies (e.g. wider strategy)						
Using trials to inform permanent design improvements						
Monitoring and evaluating						

Communication						
Overall project management						

Q18. To what extent are the following factors a constraint currently on the delivery of transport related tactical urbanism projects in your region?

	Not a constraint	A minor constraint	A moderate constraint	A large constraint	A very large constraint	Not sure
Business as usual tendencies						
Risk avoidance tendencies						
Resistance from the community						
Resistance from the business community						
Lack of credible New Zealand examples or evidence						
Lack of organisational leadership or mandate						
Lack of delivery skills or experience						
Lack of capacity (e.g. available staff time)						
Access to appropriate materials						
Regulatory requirements (e.g. temporary traffic management)						
Access to funding/funding criteria						
Project cost						
Uncertainties about tactical urbanism projects (e.g. cost/benefits)						

Q19. What other constraints are there currently on the local delivery of transport related tactical urbanism projects? [*Open-ended text box*]

Current and future practice

Q20. (For Council Employees, Community, Local Politicians, or Other) Do you agree or disagree that decision makers in your Council are willing to use transport related tactical urbanism projects to build a pipeline of permanent transport projects?

(For Consultants) Do you agree or disagree that decision makers in the Council/s you have worked with are willing to use transport related tactical urbanism projects to build a pipeline of permanent transport projects?

- Strongly agree
- Agree
- Neither agree nor disagree

- Disagree
- Strongly disagree
- Not sure

Q21. (For Council Employees, Community, Local Politicians, or Other) Do you agree or disagree that decision makers in your Council are willing to fund transport related tactical urbanism projects even if the level of funding contribution from Waka Kotahi decreases?

(For Consultants) Do you agree or disagree that decision makers in the Council/s you have worked with are willing to fund transport related tactical urbanism projects even if the level of funding contribution from Waka Kotahi decreases?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Q22. (For Council Employees, Community, Local Politicians, or Other) Do you agree or disagree that decision makers in your Council are confident in the capability of Council to deliver transport related tactical urbanism projects?

(For Consultants) Do you agree or disagree that decision makers in the Council/s you have worked with are confident in the capability of Council to deliver transport related tactical urbanism projects?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Q23. (For Council Employees, Community, Local Politicians, or Other) Do you agree or disagree that decision makers in your Council are confident that transport related tactical urbanism projects can be delivered at lower cost compared to conventional approaches?

(For Consultants) Do you agree or disagree that decision makers in the Council/s you have worked with are confident that transport related tactical urbanism projects can be delivered at lower cost compared to conventional approaches?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not sure

Q24. How easy or difficult overall is it currently for you or your organisation to deliver transport related tactical urbanism projects?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult
- Not sure

Q25. Please explain your answer. [*Open-ended text box*]

Future Development

Q26. Thinking about the Innovating Streets Fund projects you have been involved in or have been interested in, what areas of practice need to be developed or improved further? [*Open-ended text box*]

Q27. What aspects of the design or administration of the Innovating Streets Fund need to be developed or improved further? [*Open-ended text box*]

End of survey

This is the end of the survey. Thank you for your participation. To exit the survey please click Done below.

APPENDIX H: IN-DEPTH INTERVIEW GUIDES

Council staff interview

Thank you for your time. My name is [x] from Mackie Research. Our interview today is part of the evaluation of the **Innovation Street Fund** (ISF) being undertaken by Mackie Research and Waka Kotahi. The evaluation is focused on the ISF overall. The evaluation will capture key learnings and guide the further development of the **Innovating Streets for People** programme.

Our interview is **not** an evaluation of the ISF project/s you have been involved in. However, your project learnings will help in determining how the ISF has performed overall. If you have been involved in more than one ISF project, please refer across these projects as appropriate.

Just a reminder - your participation in the evaluation and in this interview is:

- voluntary; you may withdraw at any time.
- anonymous; we will not use/report your name, or any other information that could be linked to you; findings will not be linked to specific projects.

Note a list of projects from which interview participants were drawn might be reported.

The interview will take approximately **45 minutes**.

- Any questions?
- Seek consent to record interview
- Sign consent form

Background

1. Could you briefly introduce yourself and your involvement in the ISF project/s?

PROBE:

- nature/extent of involvement
- how involvement came about

From Waka Kotahi records, I understand the ISF project was [*project overview*] - Is this a reasonable summary of the project?...Should anything else be stated upfront about the project?

*Let's start by going back to the **initial stages of the project** and your reflections on this stage...*

Defining the project

2. How did the project come about?

PROBE:

- who initiated
- how scope/focus was determined (e.g., problems, needs, opportunities)
- any difficulties defining the project? (e.g. time required, achieving consensus)

3. Was the project 'on the agenda' [e.g., local authority/community] prior to the ISF opportunity?

PROBE:

- impact on project (e.g., support, progress, likelihood of moving to permanence)

Project team

4. Who else was involved in the project/s?

PROBE to identify:

- Council, consultants, community representatives, contractors

5. How did the project team operate?

PROBE:

- roles/responsibilities - how worked together
- similarities/differences to BAU – why?

Engagement

6. How did you start communicating the project and engaging people in it?

PROBE

- process for determining who would be involved

7. What type of community engagement was undertaken?

PROBE

- who undertook- methods used
- use of materials/resources (e.g. concept designs)
- timing /frequency

8. How satisfied were you with the engagement undertaken?

PROBE

- strengths/successes (e.g. extent shared input was achieved, extent was inclusive/reconciling)
- difficulties/constraints

9. To what extent were community inputs/knowledge used within the project?

PROBE

- were inputs documented – how?
- impacts - positive/negative

10. Overall, what were key learnings from the initial stages of the project?

PROBE

- changes/improvements next time (project level)
- changes/improvements next time (fund level)

Design process

Let's talk about the design process used in the project

11. What were the specific reasons, objectives, or opportunities identified by the project to use a tactical urbanism (TU) approach? (e.g. as engagement tool, real life testing, improved design).

12. What design process did the project go through?

PROBE

- who led/undertook the design
- main phases of design/testing/refinement
- satisfaction necessary stakeholders were included at the outset - any omissions, why/what impact?

13. What information or evidence guided the design?

PROBE

- theory/concepts (e.g. low traffic neighbourhoods, Pocket parks)
- background/baseline data (e.g. needs assessments)
- stakeholder inputs (e.g. community, experts)
- applied testing (e.g. pop-up, pilots, trials)

14. What consultations, reviews, or approvals were required?

PROBE

- expected/unexpected? - why required (e.g. risk management, temporary nature)
- impact/s (e.g., timing, cost, finalising designs)

15. Overall, what were key learnings regarding the design process?

PROBE

- extent TU was/was not able to be employed
- impact from TU (e.g., engagement, testing, reach/diversity of input, resolution of design issues)
- changes/improvements next time (project level)
- changes/improvements next time (fund level)

Communications

16. Could you briefly describe the communications strategy employed?

17. To what extent was the strategy able to:

- achieve required reach
- build shared understanding

- communicate roles and responsibilities
- communicate the 'big picture'
- manage negative events/opposition

Project impacts

I'm interested in any 'higher level' impacts from the project to date (e.g. capability development).

18. To what extent has the project **impacted decision makers within [local authority]?** (e.g., their beliefs and attitudes about innovative streets projects)

PROBE:

- commitment/support to innovative streets projects
- support for experimentation and learning

19. To what extent has the project **developed capability within [local authority/community]** to deliver innovative streets projects? (e.g., skills and knowledge)

PROBE:

- co-design capability
- procedures/processes
- policies/priorities

20. To what extent has the project **developed relationships or networks** supportive of innovative streets projects?

21. To what extent has the project developed **stakeholder support/mandate** for IS projects?

PROBE:

- political support
- community support/demand for more
- business support (e.g. willingness to contribute \$\$)

Other reflections

22. What needs to happen now?

23. Do you have any reflections on **Waka Kotahi's** inputs and supports to the project?

24. Are there any final comments/reflections you would like to make? (e.g. impacts, challenges, learning).

Consultant interview

Thank you for your time. My name is [x] from Mackie Research. Our interview today is part of the evaluation of the **Innovation Street Fund (ISF)** being undertaken by Mackie Research and Waka Kotahi. The evaluation is focused on the ISF overall. The evaluation will capture key learnings and guide the further development of the **Innovating Streets for People** programme.

Our interview is **not** an evaluation of the ISF project/s you have been involved in. However, your project learnings will help in determining how the ISF has performed overall. If you have been involved in more than one ISF project, please refer across these projects as appropriate.

Just a reminder - your participation in the evaluation and in this interview is:

- voluntary; you may withdraw at any time.
- anonymous; we will not use/report your name, or any other information that could be linked to you; findings will not be linked to specific projects.

Note a list of projects from which interview participants were drawn might be reported.

The interview will take approximately **45 minutes**.

- Any questions?
- Seek consent to record interview
- Sign consent form

Background

1. Could you briefly introduce yourself and your involvement in the ISF project/s?

PROBE:

- nature/extent of involvement
- how involvement came about

From Waka Kotahi records, I understand the ISF project was [*project overview*] - Is this a reasonable summary of the project?...Should anything else be stated upfront about the project?

*Let's start by going back to the **initial stages of the project** and your reflections on this stage...*

Defining the project

2. How did the project come about?

PROBE:

- who initiated
- how scope/focus was determined (e.g., problems, needs, opportunities)
- any difficulties defining the project? (e.g. time required, achieving consensus)

3. Was the project 'on the agenda' [e.g., local authority/community] prior to the ISF opportunity?

PROBE:

- impact on project (e.g., support, progress, likelihood of moving to permanence)

Project team

4. Who else was involved in the project/s?

PROBE to identify:

- Council, other consultants, community representatives, contractors

5. How did the project team operate?

PROBE:

- roles/responsibilities - how worked together
- similarities/differences to BAU – why?

Engagement

6. How did you start communicating the project and engaging people in it?

PROBE

- process for determining who would be involved

7. What type of community engagement was undertaken?

PROBE

- who undertook- methods used
- use of materials/resources (e.g. concept designs)
- timing /frequency

8. How satisfied were you with the engagement undertaken?

PROBE

- strengths/successes (e.g. extent shared input was achieved, extent was inclusive/reconciling)
- difficulties/constraints

9. To what extent were community inputs/knowledge used within the project (e.g. informed design)

PROBE

- were inputs documented – how?
- impacts - positive/negative

10. Overall, what were **key learnings** from the **initial stages of the project**?

PROBE

- changes/improvements next time (project level)
- changes/improvements next time (fund level)

Design process

Let's talk about the design process used in the project

11. What were the specific reasons, objectives, or opportunities identified by the project to use a tactical urbanism (TU) approach? (e.g. as engagement tool, real life testing, improved design).

12. What design process did the project go through?

PROBE

- who led/undertook the design
- main phases of design/testing/refinement
- satisfaction necessary stakeholders were included at the outset - any omissions, why/what impact?

13. What information or evidence guided the design?

PROBE

- theory/concepts (e.g. low traffic neighbourhoods, Pocket parks)
- background/baseline data (e.g. needs assessments)
- stakeholder inputs (e.g. community, experts)
- applied testing (e.g. pop-up, pilots, trials)

14. What consultations, reviews, or approvals were required?

PROBE

- expected/unexpected? - why required (e.g. risk management, temporary nature)
- impact/s (e.g., timing, cost, finalising designs)

15. Overall, what were key learnings regarding the design process?

PROBE

- extent TU was/was not able to be employed
- impact from TU (e.g., engagement, testing, reach/diversity of input, resolution of design issues)
- changes/improvements next time (project level)
- changes/improvements next time (fund level)

Communications

16. Could you briefly describe the communications strategy employed?

17. To what extent was the strategy able to:

- achieve required reach
- build shared understanding
- communicate roles and responsibilities
- communicate the 'big picture'
- manage negative events/opposition

Project impacts

I'm interested in any 'higher level' impacts from the project to date (e.g. capability development).

18. To what extent has the project impacted decision makers within [local authority]? (e.g., their beliefs and attitudes about innovative streets projects)

PROBE:

- commitment/support to innovative streets projects
- support for experimentation and learning

19. To what extent has the project **developed capability within [local authority/community]** to deliver innovative streets projects? (e.g., skills and knowledge)

PROBE:

- co-design capability
- procedures/processes
- policies/priorities
- shifts towards BAU

20. To what extent has the project **developed relationships or networks** supportive of innovative streets projects?

21. To what extent has the project developed **stakeholder support/mandate** for IS projects?

PROBE:

- political support
- community support/demand for more
- business support (e.g. willingness to contribute \$\$)

Other reflections

22. What needs to happen now?

23. Do you have any reflections on **Waka Kotahi's** inputs and supports to the project?

PROBE

- areas to develop/improve – why?

24. Are there any final comments/reflections you would like to make? (e.g. impacts, challenges, learning).

Community partner interview

Thank you for your time. My name is [x] from Mackie Research. Our interview today is part of the evaluation of the **Innovation Street Fund (ISF)** being undertaken by Mackie Research and Waka Kotahi. The evaluation is focused on the ISF overall. The evaluation will capture key learnings and guide the further development of the **Innovating Streets for People** programme.

Our interview is **not** an evaluation of the ISF project/s you have been involved in. However, your project learnings will help in determining how the ISF has performed overall. If you have been involved in more than one ISF project, please refer across these projects as appropriate.

Just a reminder - your participation in the evaluation and in this interview is:

- voluntary; you may withdraw at any time.
- anonymous; we will not use/report your name, or any other information that could be linked to you; findings will not be linked to specific projects.

Note that a list of projects from which interview participants were drawn might be reported.

The interview will take approximately **45 minutes**.

- Any questions?
- Seek consent to record interview
- Sign consent form

Background

1. Could you briefly introduce yourself and your involvement in the ISF project/s?

PROBE:

- nature/extent of involvement
- how involvement came about

From Waka Kotahi records, I understand the ISF project was [project overview] - Is this a reasonable summary of the project?...Should anything else be stated upfront about the project?

Let's start by going back to the initial stages of the project and your reflections on this stage...

Defining the project

2. How did the project come about?

PROBE:

- who initiated
- how scope/focus was determined (e.g., problems, needs, opportunities)
- any difficulties defining scope/focus? (e.g. time required, achieving consensus)

3. To what extent was the project 'on the agenda' of the community prior to the ISF opportunity?

PROBE:

- impact on project (e.g., support, progress)

Community role/perspective

4. How was community representation facilitated within the project team?

PROBE:

- similarities/differences to BAU – how?
- strengths of process – impact?
- difficulties/constraints of process – impact?

Community engagement

5. What type of community engagement was undertaken?

PROBE

- who undertook/method/s used
- use of materials/resources (e.g. concept designs)
- timing /frequency

6. How satisfied were you with the engagement undertaken?

PROBE

- strengths/successes (e.g. extent shared input was achieved, extent was inclusive/reconciling)
- difficulties/constraints

7. To what extent were community inputs/knowledge used within the project (e.g. informed design)

PROBE

- were inputs documented – how?
- impacts - positive/negative

8. Overall, what were **key learnings** from the **initial stages of the project**?

PROBE

- changes/improvements next time (project level)
- changes/improvements next time (fund level)

Design process

Let's talk about the design process....

9. What involvement did you/the community have in the design process?

PROBE

- satisfaction necessary stakeholders were included at the outset
- impact on project from community involvement (e.g. timing, cost, finalising designs)

10. What information or evidence guided the design?

PROBE

- theory/concepts (e.g. low traffic neighbourhoods, Pocket parks)
- background/baseline data (e.g. needs assessments)
- stakeholder inputs (e.g. community, experts)
- applied testing (e.g. pop-up, pilot, semi-permanent)

11. At the start, was a tactical urbanism (TU) approach seen as offering specific benefits/potential within the project (e.g. as engagement tool, real life testing, strengthen design)

PROBE

- extent a TU approach was employed
- appropriateness of the approach
- successes of approach (e.g. meaningful engagement, real life testing, reach/diversity of input, resolution of design issues, risk management)
- limitations/weaknesses of approach

12. Overall, what were **key learnings** regarding the **design process**?

PROBE

- changes/improvements next time (project level)
- changes/improvements next time (fund level)

Communications

13. Could you briefly describe the communications strategy employed?

14. To what extent was the strategy able to:

- achieve required reach
- build shared understanding
- communicate roles and responsibilities
- communicate the 'big picture'
- manage negative events/opposition

EXAMINE performance on the above (e.g. strengths/successes, weaknesses/failures, impacts)

Project impacts

I'm interested in any 'higher level' impacts from the project to date (e.g. capability development).

15. To what extent has the project **impacted decision makers within [local authority]**? (e.g., their beliefs and attitudes about innovative streets projects)

PROBE:

- commitment/support to innovative streets projects
- support for experimentation and learning

16. To what extent has the project **developed capability within [local authority/community]** to deliver innovative streets projects? (e.g., skills and knowledge)

PROBE:

- co-design capability
- procedures/processes
- policies/priorities
- shifts towards BAU

17. To what extent has the project **developed relationships or networks** supportive of innovative streets projects?

18. To what extent has the project developed **stakeholder support/mandate** for IS projects?

PROBE:

- political support
- community support/demand for more
- business support (e.g. willingness to contribute \$\$)

Other reflections

19. What needs to happen now if [local authority] is to continue with innovative streets projects?

20. Do you have any reflections on **Waka Kotahi's** inputs and supports to the project?

PROBE

- areas to develop/improve – why?

21. Are there any final reflections you would like to make? (e.g. impacts, challenges, learning).

Thank and close

APPENDIX I: TACTICAL URBANISM HANDBOOK

The Tactical Urbanism Handbook (Waka Kotahi 2020) was developed to support the delivery of tactical projects funded through the ISF. Describing tactical urbanism as an engagement strategy and design methodology, the handbook identifies two main benefits from using a tactical approach in Innovating Streets projects - improved engagement and greater likelihood that interventions will be fit for purpose.

Identified benefits of real-life demonstrations and trials utilising temporary materials include:

- through community collaboration and partnerships, the building of community trust, ownership, and commitment to projects
- community participation in identifying the problem, need, and solution
- the potential to de-risk projects, particularly in specific situations (e.g., the solution is not immediately obvious, a lack of consensus, a particularly contentious project)
- the potential to generate greater levels of public awareness and engagement compared to more traditional engagement methods
- the potential to engage and give voice to more diverse and representative stakeholder groups
- can help people to reimagine their streets and to understand proposed changes and potential benefits
- can help to focus conversations on important issues, such as what makes a street 'work', who are its 'users', what is 'safe', and what 'improvement' means
- can enhance the extent feedback is informed and based on experience, rather than abstract principles or concept plans; live data can distinguish perception and reality
- effective interventions can be improved and implemented permanently with confidence, potentially expediting delivery
- non-effective interventions can be revised or removed, while having also informed knowledge and experience.

Other benefits identified in the handbook for Councils using a tactical approach include:

- more can be done with less (e.g., temporary materials with sufficient durability and longevity can achieve many of the outcomes of a permanent scheme at lower cost)
- the ability to scale up the pace of change and to reap the benefits from change earlier (than if needing to wait for permanent installation)
- temporary materials can potentially be redeployed in other projects or settings.

The handbook emphasises the importance of assessing at the outset whether a tactical approach is suitable. Assessment criteria include:

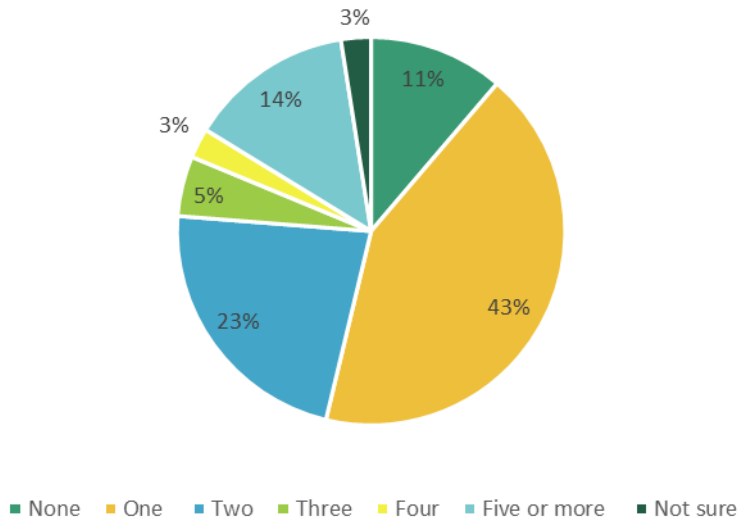
- a clear need or mandate to initiate the project (e.g., agreement there is a problem)
- there are existing user groups that can be engaged

- there is a need for further learning (e.g., to clarify the need or solution)
- the context is suitable for a learning approach (e.g., there is a clear and necessary question, useful data will be generated, the street environment is safe for trials)
- stakeholders support and understand the rationale for a tactical approach; they accept that failure is possible, and that failure comprises a learning opportunity
- a pathway to permanence.

APPENDIX J: DETAILED SECTOR SURVEY FINDINGS

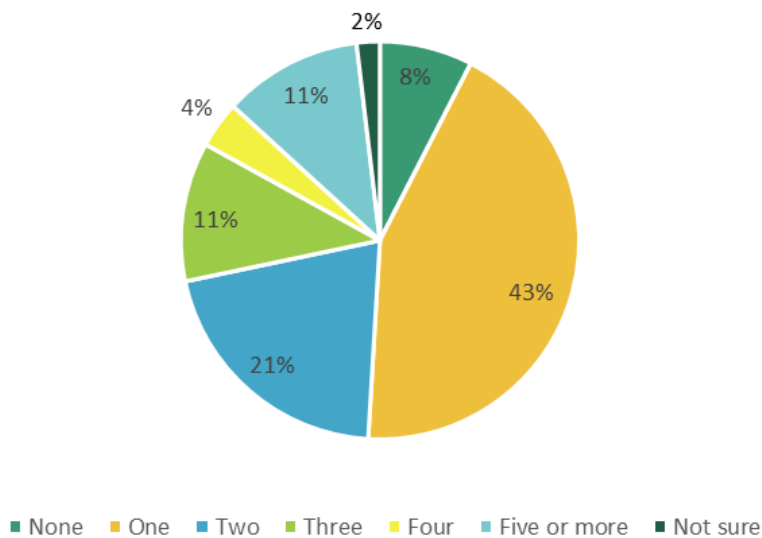
J.1. Number of projects involved in

Figure J.1: Number of projects involved in (Survey One)



n=80

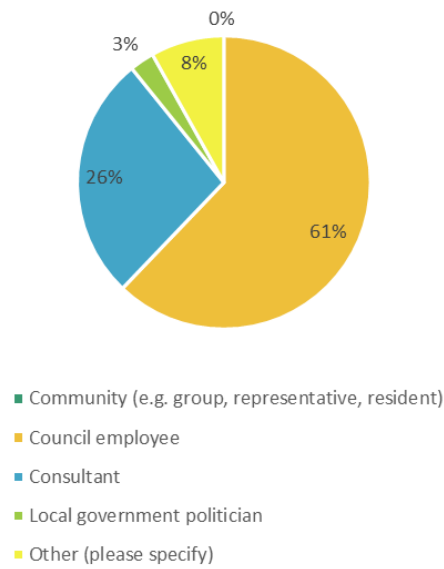
Figure J.2: Number of projects involved in (Survey Two)



n=53

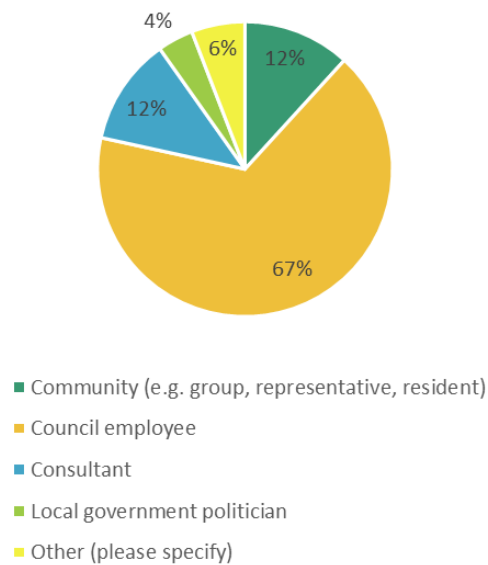
J.2. Context of involvement/interest in projects

Figure J.3: Context of involvement or interest (Survey One)



n=76

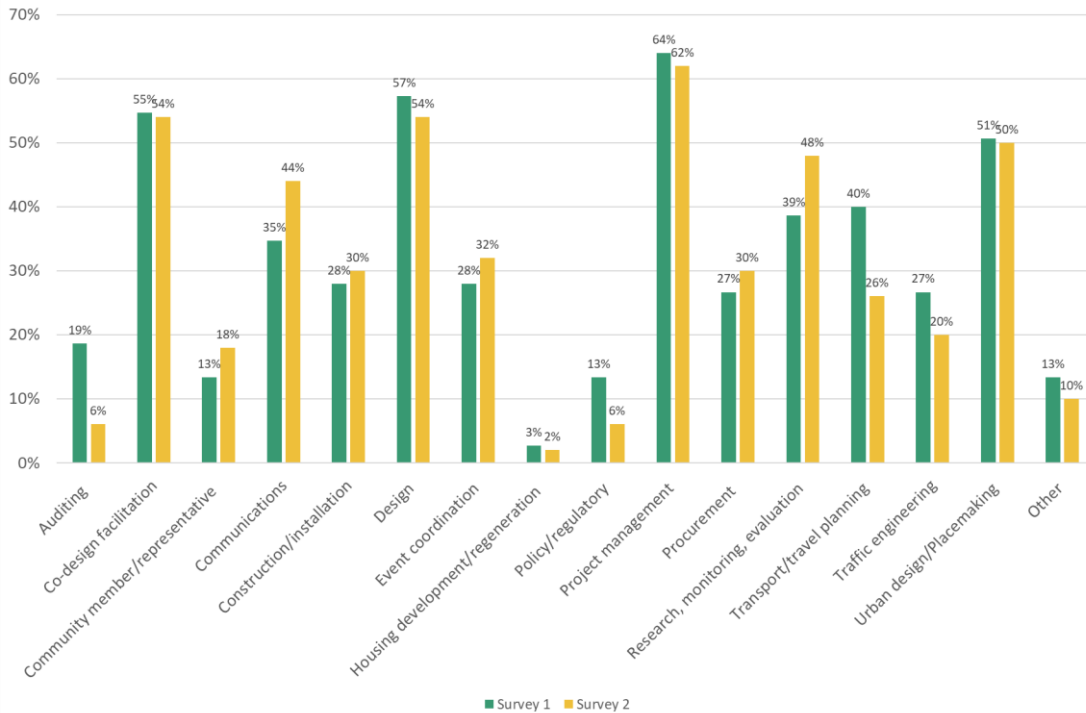
Figure J.4: Context of involvement or interest (Survey Two)



n=51

J.3. Nature of involvement/interest in projects

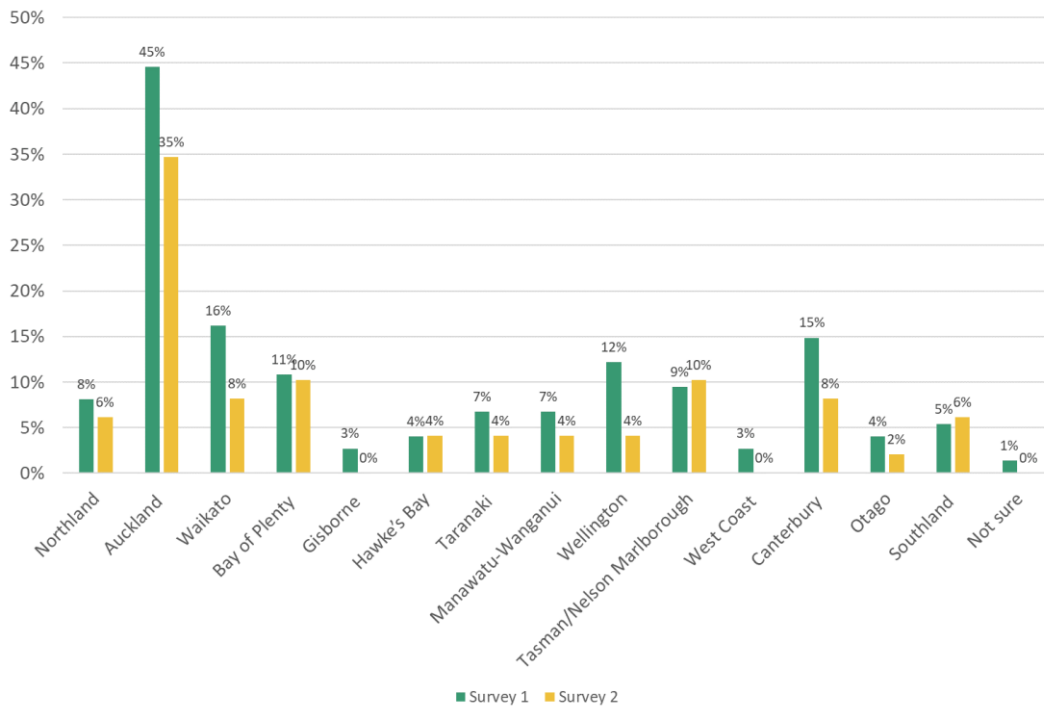
Figure J.5: Nature of involvement or interest in projects



Survey One n=75; Survey Two n=50

J.4. Location of projects involved in/with an interest in

Figure J.6: Location of Innovating Streets projects



Survey One n=74; Survey Two n=49

J.5. Awareness and use of TEAMs website (Survey One)

Table J.1: Awareness and use of TEAMs website²⁹

	Survey One (%)	Survey Two (%)
Aware of TEAMs website?		
Yes	81	-
No	16	-
Not sure	3	-
	(n=73)	-
Have used TEAMs website?		
Yes	90	-
No	10	-
Not sure	-	-
	(n=58)	-

²⁹ Both questions not asked in Survey Two

J.6. Explanations of usefulness ratings – TU Handbook (Survey One)

<p>Very useful</p>	<p>Good overview/introduction</p> <ul style="list-style-type: none"> • It was a good introduction to what tactical urbanism is, and how these type of projects work. • The phrase tactical urbanism is utilised a lot through this process - important to get an understanding of what is meant by this in the context of the projects we are working on and enables a clearer explanation to be provided for other participants. <p>Outlines process/methodology</p> <ul style="list-style-type: none"> • I am following many of the templates and models described in the Handbook, especially in terms of the Project Execution Plan, and have referred others to the document. • Clearly outlines the process and key steps. <p>Other</p> <ul style="list-style-type: none"> • We co-led its development. Much of what was put into the Handbook is being used on our projects. • Saved me time to search it online.
<p>Useful</p>	<p>Useful information/guidance; Useful for new practitioners</p> <ul style="list-style-type: none"> • It's a good guide for practitioners (engineers, planners, urban designers, community engagement specialists) who haven't used this approach to delivery projects or events. • Lots of great tools in here. • Providing guidance on the process. • Similar to previous answer. It's great to have a handbook to refer to, to see how these projects are delivered at the front-end. The back-end delivery is what we're working through now. • I think we are at the stage where the handbook will become more useful. We are now at the material, details of co-design and implementation phase. • Helping develop timeline/monitoring and evaluation plan. Ideas for potential measures to be installed in the project I'm working on. • It was quite long but the outline of the steps was good and the information about the project canvas and steps to take in the project. • It seems a useful reference/guide. As I gain practical experience from doing a tactical urbanism project I think it will be good to go back to. • Covers the process from inception to end. From a design perspective it provides some guidance on materials, layouts, and other ideas. • Useful ideas ... pointers ... examples. • Useful in completing Project Canvas for example to understand what is required or needs to be considered. • Like the toolkit. <p>Confirmation of existing practice; new learning</p> <ul style="list-style-type: none"> • We have been able to check up on ideas and approaches • Has confirmed our current approach is aligned. • Only completed a quick skim over, to make sure what we were doing matched, and nothing major was missed. I did not read it in detail. • It was useful in that it validated some of the ideas I had. But it needs someone experienced to understand how much of it you need to use. The description of potential legal controls or approvals required around interventions was particularly useful but needs to be expanded.

	<p>Establishes goals/expectations</p> <ul style="list-style-type: none"> • It shows the thinking of NZTA • Some elements are less relevant to the project I'm leading, but the handbook is still useful as guidance for how Waka Kotahi is approaching this mahi and what it expects regarding project design, management, and delivery. • Used sections of the handbook for the ISPF application. <p>Not always aligned/relevant to practice needs</p> <ul style="list-style-type: none"> • It has been useful to direct other members of our team towards, however, at times it feels as if our project is doing its own thing rather than following the guidelines outlined as part of the handbook. Somewhat useful, but many of the methods/materials suggest cannot actually be used in practice. If this had been clear from the start would have saved a lot of time and energy and improved our comms and engagement outcome. <p>Other</p> <ul style="list-style-type: none"> • I've skimmed through it a few months ago but haven't really referred back to it since then.
Neither	<ul style="list-style-type: none"> • Particularly useful for practitioners new to tactical • It provides some high-level guidance, which might be useful for those who have never done these types of project. There are many other books or guidelines - internationally - that also have good advice. • Most traffic engineers should be aware of the principals, would be useful for new people in transport & traffic engineering though. • The document needs to be split into different audiences. Community and political persons with low understanding. Local Council officers that have some understanding but don't know the ins and outs of outcomes and delivery process. Consultants and those with high understanding and assisting them with overcoming hurdles and barriers within the organisations they are there to assist. • Not used/reviewed yet • It is still too early to answer this question. I may use more when reviewing the plans. • Has been a tool that hasn't widely been picked up by project team members as a way of working. • Frankly, there is too much material and too little time - but this survey has reiterated to me that a step back and slowing down might be a good idea!
Not useful	<ul style="list-style-type: none"> • Looked briefly, handy, however, think I already know.
Not sure	<ul style="list-style-type: none"> • I am not actively managing this project but am more a governance management role. So I haven't used the handbook specifically only in hearing how the project team have used it. • Was one of the lead authors.

J.7. Explanations of usefulness ratings – CoP Webinars (Survey One)

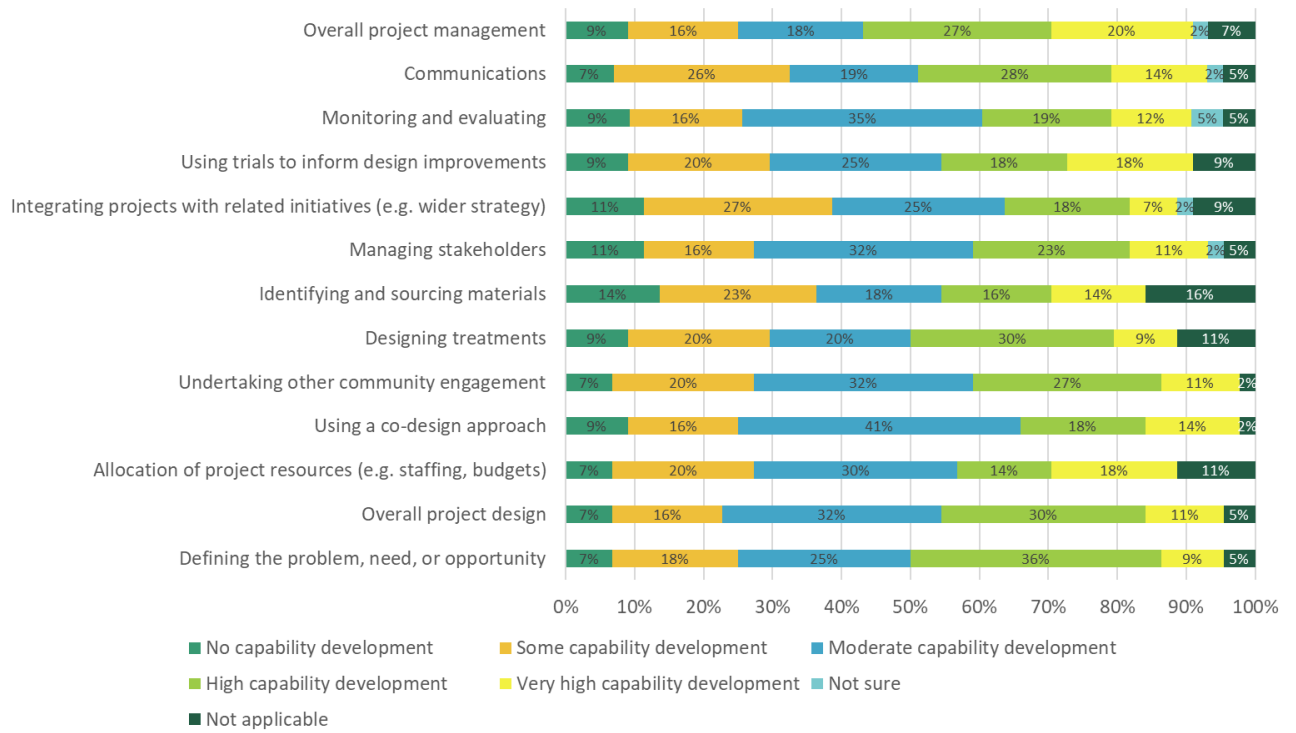
<p>Very useful</p>	<p>Access to experts/ideas</p> <ul style="list-style-type: none"> • Experts are available to explain or give advice about any queries or challenging aspects of delivering these types of projects. • Ability to ask questions, get support from others, be more detailed and specific for our project. • Lots of info and good ideas. From facilitators and from other projects. • Helped provide context and a national lens to localised issues. • Even if I can't watch them live I will watch the recording - they keep you on track and give you clearer ideas of how the process is evolving, what issues other people are having, ideas of how they can be mitigated etc. <p>Access to other projects, learning and support</p> <ul style="list-style-type: none"> • Good to see/meet others in the programme. Assist with identifying people with similar projects or aspects of a project to ask questions and get ideas. Good to hear about challenges or wins that others have had to assist with managing our project - being aware of possible issues/pitfalls etc. • Learning from projects across the world. • Previously completed projects in isolation. The webinars allow support and sharing of challenges faced. • I dial in whenever I can, try to contribute, and get a lot of value from them - including reassurance that we are all learning together. • Good to have the opportunity to learn from others' experiences and share common themes and issues.
<p>Useful</p>	<p>Access to other projects, learning and support</p> <ul style="list-style-type: none"> • Good opportunity to ask questions and engage directly. • Collaboration and shared thinking. • Can add to understanding and knowledge of different ideas/options. • Shared knowledge. • We would have done something anyway, but the webinars provide even more ideas, and probably stopped us from doing some things that may not have worked that well. • Hearing about risks/ideas from other similar projects. • Good to understand what is happening elsewhere and the hurdles they are encountering. • Helpful to be able to talk through specific issues, learn from other's experiences. • Great opportunity to hear we aren't alone, and to pick up tips and ideas. • Good to connect with other locations and hear about their challenges, learnings and what's working. • Good to see experience and struggles of others. • The time and energy Waka Kotahi has put into webinars, Teams drop-in sessions, and project cluster meetings, has been valuable support. <p>Not always aligned/relevant to practice needs</p> <ul style="list-style-type: none"> • Good to hear about the local examples, also nice to hear about overseas examples but they usually don't apply to local situations. • Not all were relevant, but we have been able to pick and choose which to attend. • Our project is reasonable unique in that is looking at changing the whole community rather than just a sector or one street. • Some more useful than others. They take up a lot of time and sometimes take some time to get to the interesting bits.

	<ul style="list-style-type: none"> • Much of what is discussed doesn't apply to my project, it is patchy. • There was a particular one that dealt with communications and engagement that was outstanding. Very helpful. • While I have enjoyed the hui - at times it feels like the examples used and shared are irrelevant to the project we are working on as the complexity of the stakeholder landscape and project work is slightly different. • Would like to get more involved but it's been difficult to find the time to attend more of them - we are extremely busy delivering projects. I do send some of our staff to targeted sessions where relevant. • Most of what was discussed and debated I would consider to be standard and typical traffic engineering - so again would be good for those new to the industry. • We were at the very early stage, whereas the webinars were more advanced and complex. • It's been great to hear about other projects, learn about tactics and opportunities. However the applicability of some sessions has not been great, and the timeline could have aligned better with the project. Again, overall content fantastic, but timing and applicability to an NZ context not always fantastic. There are also so many webinars that it can be a bit of information overload. • The last webinar was VERY useful! however I found the first few to be not as useful. <p>Lack of focus/structure; technology issues</p> <ul style="list-style-type: none"> • While the sessions often touch on useful discussion of certain topics, I would politely suggest that the general standard of video call utilisation/productivity remains very low across the public sector. There is need for hosts and guests alike to significantly upskill themselves in the fundamentals of the technology, before moving onto basic etiquette and techniques to improve the productivity of medium to large online meetings. • There is feedback about the amount of meetings, and just how much the webinars are aiding practice - a sense of "too many meetings" and perhaps people attending webinars to be seen. • I would prefer very specific topics and/or pre-determined questions, to keep the timeframe tight rather than the same people often taking a lot of the time during the questions section. • There are SO MANY webinars and meetings related to this that I have ended up not going to most of them or just listening to recordings. They should be on agenda basis and kept shorter if possible. <p>Other</p> <ul style="list-style-type: none"> • Only been invited to one as we were engaged very late in process
Neither	<ul style="list-style-type: none"> • Meetings felt more targeted to Councils and building technical capability for people unfamiliar with tactical processes and technical knowledge. There is a desire from consultant sector for more focus on governance and strategic issues to be covered in these webinars • They're more geared towards Councils than Consultant teams, as they're meant to be - so I'm not really the target audience, I think. • The webinars are important for developing the community of practice - skills, etc. My main focus is on governance, advocacy, and strategy. Technical webinars are useful for community advocates to provide base of common communication knowledge with transport professionals. But this depends specifically on the time available by the community advocate and their existing focus.
Not useful	<p>Need to be more tailored/targeted</p> <ul style="list-style-type: none"> • Most people involved didn't really get typical traffic engineering principals.

	<ul style="list-style-type: none">• Again not very well targeted to audience. A lot of the webinars feel like teaching us as consultants who know a fair bit about this subject matter how to suck eggs. Need more governance issue webinars and more targeted webinars for local authorities who seem to struggle with this concept vs others.
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J.8. Rating of personal capability development (Survey Two)

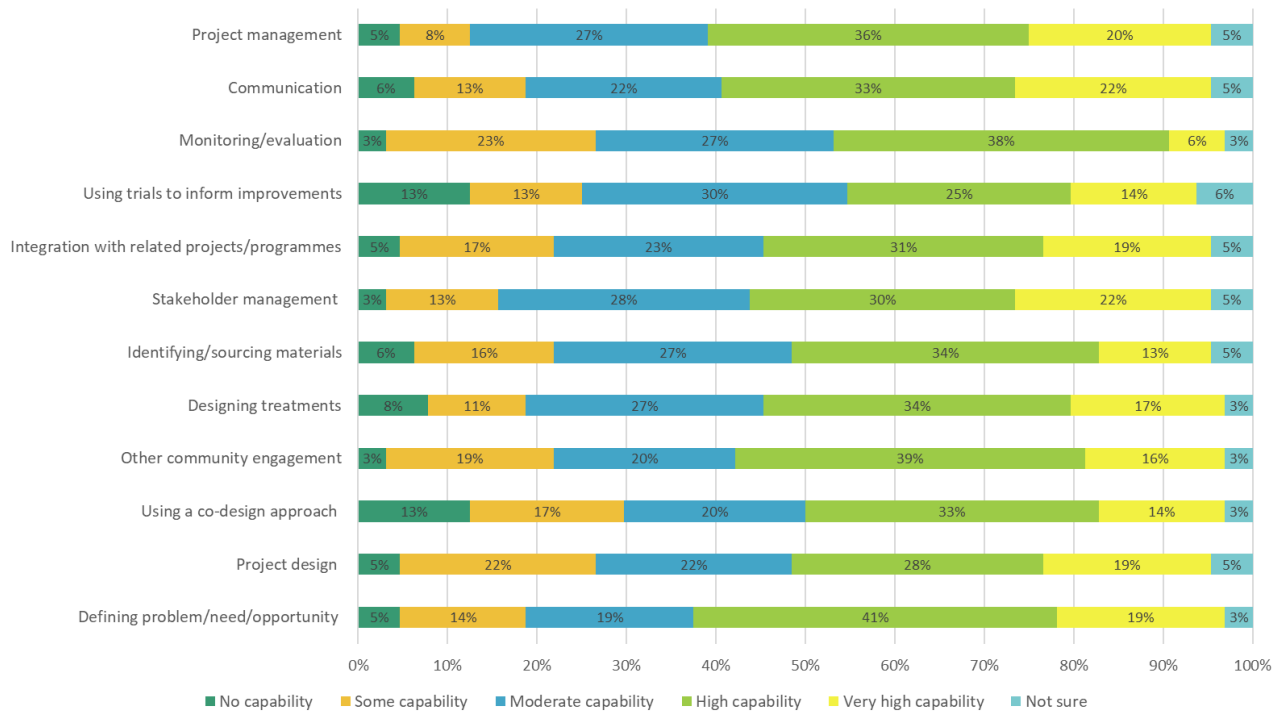
Figure J.7: Personal capability development ratings



n=43-44

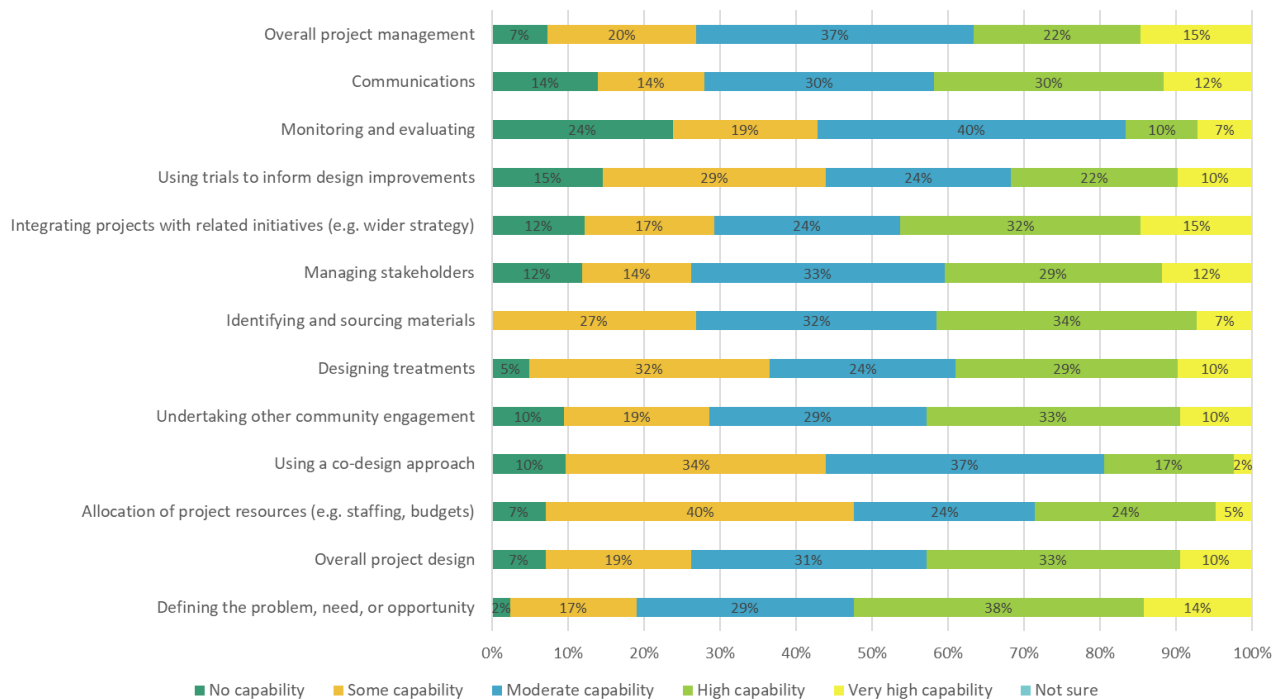
J.9. Council Innovating Streets practice capability

Figure J.8: Respondent rating of Council capability (Survey One)



n=64

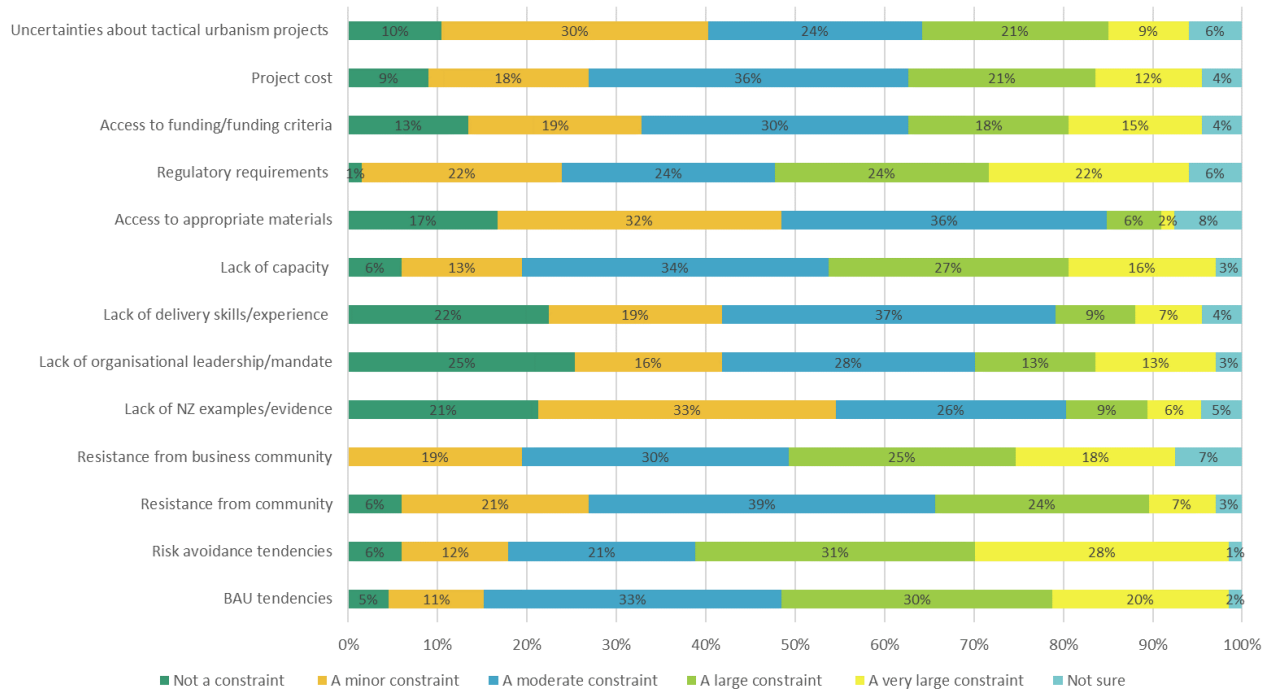
Figure J.9: Respondent rating of Council capability (Survey Two)



n=41-43

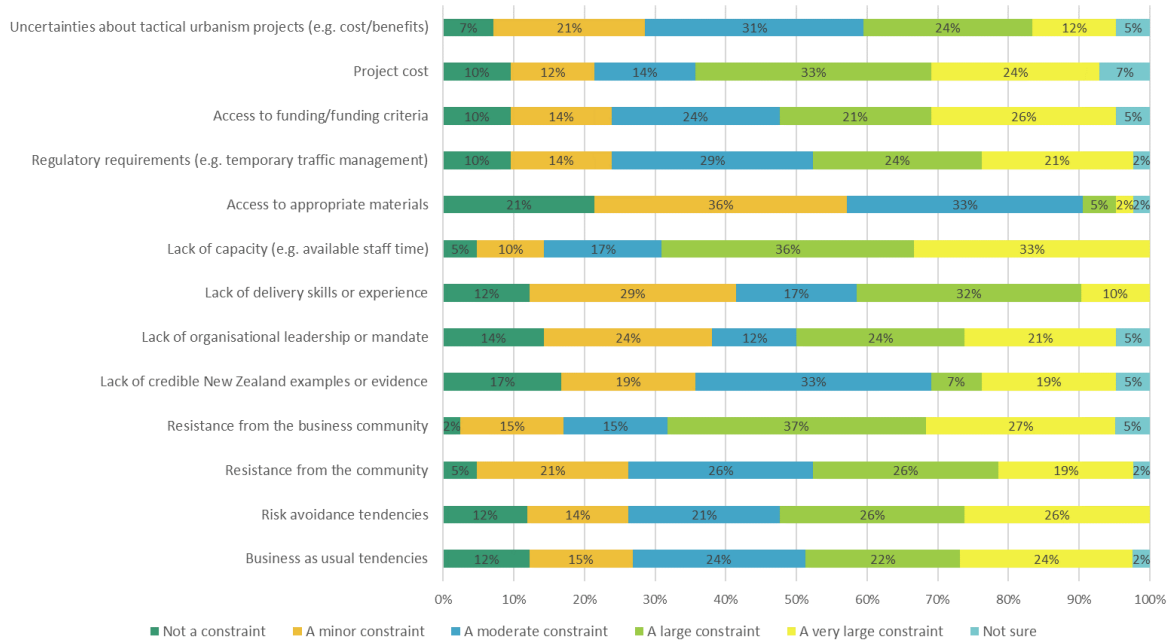
J.10. Constraints on delivery

Figure J.10: Current constraints on project delivery (Survey One)



n=66-67

Figure J.11: Current constraints on project delivery (Survey Two)



n= 41-42

J.11. Other constraints (Survey One)

Collaboration/communication

Aligning tactical with regulatory

- The major constraint has been a clear understanding from the start, for planning purposes, of what is and isn't possible in an NZ context in our specific road environment and an alignment of regulatory process and tactical urbanism approaches.

Shift from consultation to co-design

- Shifting the internal approaches for communication and engagement, from consultation of a design, i.e. telling the community the RCA has a design and we just want feedback, to community engagement, i.e. working with the community to design solutions around their journey on their streets which are maintained and managed by the RCA.

Communication/relationships

- Working across Council organisations, control issues and patch protection and relationships.
- Lack of communication between departments.
- Probably awareness or lack there of, within the organisation (Council)

Organisational relationships

- Division between departments/agencies who need to collaborate for such practice to occur successfully.
- A clear strategy of how these are going to be delivered - what roles Councils are taking vs. consultants and HUGE delays in engaging consultants to help.
- Very poor-quality guidance coming from Waka Kotahi. Waka Kotahi seem unable to provide consistent advice. Tearing up process and replacing them is great, but there doesn't seem to be a replacement. Just winging it is not a plan.
- The dysfunctional relationship in [region] between [RCA] and local boards etc. [RCA] are the project managers, funding bottleneck and everything else, even though the project owners are the local board. [RCA] is not nimble in the slightest. It took over three months to even open up a discussion with the named consultants on the original application after approval.

Systems/processes

Limitations of BAU approach

- Processes, especially decision-making, geared towards traditional timeframes. Most financial reporting and assessment is done based on traditional projects.
- Methods of procurement do not support capability building or innovation.
- Permanent vs temporary.
- Approvals process - takes time (i.e. parking resolutions needing to go via Community Board and then Council - finding the time to lock in a report on an agenda.

Organisational focus/concerns counter to tactical approach

- My answer to BAU tendencies is because we deliberately have internal processes and legal processes set up to increase transparency of decisions relating to use of public funds. To deliver these projects those standard processes seem like "constraints". In reality we cannot sustain the massive burst of energy that is required to deliver these processes quickly. We may need to sacrifice transparency. e.g. community wants to use one particular supplier who is more expensive than market. I also think that maintenance of devices, and therefore their true cost is something that needs to be examined in detail.

- Lack of leadership understanding the agile nature of tactical urbanism and thus providing or responding with the right project governance structures.

Time

Pressures of timeframes; constraints on process

- Time. The fund requires the money to be spent within a certain time frame which doesn't necessarily allow for the time required for really good quality engagement & co-design. In my opinion if these were truly innovative there would be less pressure on a deadline to allow more agility for changes & modifications. Especially when working with communities & schools.
- [Council] are putting together teams in late November and early December this should have been already started even before they applied for the projects. They should have ideas of the teams and (innovating) ways they hoped to shape streets four months ago. With a full Council stand down for most of January the pressure will be huge and ability to introduce new ideas and ways of doing that much harder under shortened time frames. This will result in a lack of understanding of the task at hand and the projects missing key stakeholders needing to be at the table in order to achieve success in areas that might have been willing at the start but lost the will so late in the game.

Cultural/procedural shifts will take time

- These projects require a huge shift, culturally, capability, internal process, etc. Change takes time and we don't have a lot of time. I fear it will start to have a negative impact on the 'brand' of these projects if we're trying to force change.

Cost/Funding

Approach is resources intensive

- Professional fee costs. Client is typically looking for a low-cost solution, but the proper co-design process is time intensive which adds cost up front.

Funding uncertainty

- Funding uncertainty for implementing permanent change if an intervention using tactical urbanism proves successful. In [region] this is a significant impediment. This is particularly so for smaller scale centres.
- Cost and resource availability are the main constraints.

Managing risk

Risk aversion counter to approach

- Overwhelming risk aversion and lack of understanding within Transport Operational Teams of Local Government/Councils.
- Having projects on a State Highway means the projects have to comply with a lot more regulations, safety controls, heavy vehicle traffic - all important considerations which impact on final design and what can be achieved.
- Political environment, elected members pursuing personal views and lacking vision and courage to try something new. Local conservatism.
- Political decision making.
- The leadership by Waka Kotahi around taking risk and ownership of the materials that can be used on the road for these temporarily trials.

J.12. Other constraints (Survey Two)

Collaboration/communication

Lack of knowledge/experience with tactical processes

- Coordinated joined up thinking about how these temporary trials can lead to more permanent solutions to current problems/shortfalls
- Piloting a process, to run a pilot adds additional layers of confusion and challenge
- Small community has a lack of capacity in professional service to help deliver projects outside of BAU.

Limited communication between different teams/functions

- National leadership, awareness campaign required.
- A lack of understanding across the wider Council family of different teams' priorities - i.e., traffic teams not understanding why it's important for the activation team to empower communities to be playful and active

Challenge of effective collaboration

- In the Auckland context, inter-agency working between [RCA, CCO, Council] and local boards is a constraint with these types of projects as far as where the resource and expertise sits vs the desire to do projects, and confusion often comes up around roles and responsibilities which straddle parts of Council
- Construction and stakeholder fatigue
- I would add a lack of a joined-up approach as lots of issues and problems are combinations of transport/recreation//education/well being so I would like to see Waka Kotahi work alongside other agencies to leverage even greater outcomes.

Systems/processes

BAU practices limiting innovation, responsiveness and agility

- The legal frameworks which determine the resolutions process. For example the need to engage with directly impacted stakeholders on changing the use of a car park. This can significantly slow down and undermine the outcomes of a project - elements can become significantly watered down and we end up consulting on detail instead of key principles....Balancing or running 2 concurrent processes which are at odds with each other; A authentic community co-design process and the required legal and engineer led process required by [RCA]. The latter process can undermine the former significantly.

Lack of capacity and/or human resource availability

- Severe lack of capacity (and less capacity following ISfP than prior due to burnout/poaching of skilled staff for 30%+ pay hikes to Central Govt/Consultancies).
- Contractor availability and product availability; particularly with short time frames.
- Funding and resourcing capability are the two main reasons.
- Capacity of consultants and internal staff because of the large number of other projects happening in transport locally and across the region
- ...Contractor availability particular as still playing catch-up post COVID on BAU and due to high level of non-Council building activity.
- ...The quality of design consultants is not consistently high. Evidence of people not currently using active modes of transport is used as evidence of no desire.
- quality of Council staff...
- Lack of street cred of the project manager

Projects may not reflect community need or policy aims

- There are no constraints ever to TU projects. Just a bunch of poorly chosen ones. This is what happens when zealots are choosing projects instead of basing it on real community concerns.
- Lack of a link between policy aims and actions on the ground...
- Understanding when its appropriate and how to message the use of TU to the community. TU is a very disruptive way to deliver something, particularly if you're coming back in 12-18months to do more construction. The use case for TU needs to be carefully considered.
- [RCA] has simply not engaged honestly or meaningfully with local communities or businesses or considered harm to these groups adequately. Neither has the actual heritage or character of the area been considered and a standard, traffic engineering model is set to be imposed reflecting AT's own ideology. Never the less they will doubtless push their own agendas regardless.

Time

Strict or poorly planned timeframes.

- tight timelines for full project, from design through to installation. Driven by external funding constraints
- Timing of these projects - both when we rolled these projects out and the timeframes that were dictated.

Risk that poor quality projects/outcomes will have a negative impact

- ...There has to be a path to permanence otherwise the trial will stay as a trial for years and could become tacky and feel incomplete. This will also cause the residents to lose faith
- ...Budgets are often more heavily constrained in lower population areas - this becomes a self-fulfilling negative as the quality of outcome is reduced, and hence community buy-in is not as strong as if it was delivered at a higher quality level.

Cost/Funding

Time/costs potentially at odds with desire for low-cost and rapid solutions

- Timeframes - things that impact on delivery relate to: weather, financial years, getting design audited and through the approval process (i.e. Council approvals requiring lead in times for reports to be signed off and put on an agenda)
- The need to use expensive traffic control devices which aren't tactical or cheap to make the intervention compliant.

Uncertain funding for successful projects to lead to permanence.

- A drive to initiate these projects. There is a hesitancy because the funding needs to be there for the trial and also the permanent option...
- Funding and community understanding are the key constraints
- Funding and resourcing capability are the two main reasons. People can be persuaded if there are good reasons and credible examples etc - but if the funding isn't there, and the people to make it happen aren't there - not even worth discussing.
- Budget. A tactical urbanism project raises expectation in the community that something permanent will be done. This is the major risk when future funding for permanent projects is uncertain.

Managing risk

- Risk aversion of elected officials

Community understanding

- Funding and community understanding are the key constraints
- ... Lack of understanding in the community between individual choices and the wider problems facing society - climate change, obesity epidemic, air and water pollution, road safety, traffic congestion. Individualism and myopia.(This is more or less the BAU tendency.)

J.13. Explanations for willingness/confidence ratings (Survey One)

Do you agree or disagree that decision makers in your Council are confident in the capability of Council to deliver transport related tactical urbanism projects?

<p>Strongly agree</p>	<p>Staff have relevant experience</p> <ul style="list-style-type: none"> • Previous experience. • We have a good internal design team, programme leader etc. • Have capability to deliver, but not strong enough decision-making. • Confident in delivery, but not bold in decision-making.
<p>Agree</p>	<p>Have desire/capability but also constraints (time, capacity, skillsets, limited flexibility).</p> <ul style="list-style-type: none"> • The time and multidisciplinary skill set required to deliver this kind of project as not well understood. • Well supported generally, but some concern at times that tactical projects can be overly lax regarding the rules. • Although there are large concerns around the time available and expectations on what is needed to be delivered within that timeframe. • I think they are confident but we lack capacity to be able to do these projects well to succeed. <p>Have required staff and experiences; may require assistance with funding and design.</p> <ul style="list-style-type: none"> • Good in-house resource and expertise available. • Why not. • Because of past experience. • We can build things once the money and design are there <p>Too soon to judge.</p> <ul style="list-style-type: none"> • Individual views subject to outcomes from first Innovating Streets programme
<p>Neither</p>	<p>Too soon to judge.</p> <ul style="list-style-type: none"> • Too early to tell since the shift to this type of project delivery is recent and gained traction because of a response to the epidemic. • They are watching and waiting. • Too early to tell. • The projects we are currently working on will give the Councillors a clear indication of this. • This is the first time that Council is using this approach. Confidence by decision makers in Council's ability to deliver transport-related tactical urbanism projects will depend on the outcome of these trials. <p>Mixed results likely.</p> <ul style="list-style-type: none"> • Not confident yet, but definitely making good strides. • As above - a mixed bag, I suspect.
<p>Disagree</p>	<p>Use of consultants limits internal capability development.</p> <ul style="list-style-type: none"> • I think Council is being realistic in treating this as a learning curve. Use of Consultants is currently constrained due to a tight fiscal environment, yet now would be the time to invest in knowledge transfer. Once a sound capability is established within Council,

	<p>consultants will only be used to meet temporary capacity shortfalls or highly specialised projects, but the current approach is likely to slow the rate of internal capability build.</p> <p>Risk aversion by decision makers.</p> <ul style="list-style-type: none"> • Decision makers are risk adverse and there is a vocal minority that unsettles decision makers. • Not enough 'outside the box thinking.'
Strongly disagree	<p>Projects not targeted appropriately</p> <ul style="list-style-type: none"> • They are not working with those that have the most community support. It feels like they are going forward with some projects in places that don't even want to be touched right now but maybe later after they saw a win.
Not sure	<ul style="list-style-type: none"> • I think they need to see successful case studies and have probably reserved judgement on the capability of the organisation to deliver these kinds of projects. • Confusing question - who are the decision makers - tactical is about community not Council.

Do you agree or disagree that decision makers in your Council are willing to use transport related tactical urbanism projects to build a pipeline of permanent transport projects?

<p>Strongly agree</p>	<p>May be resistance from middle management.</p> <ul style="list-style-type: none"> • There is probably a "middle management gap" - with strong board level and executive level support, as well as very dedicated and committed project teams, but the middle layers of management are too focused and use to traditional projects that they neither understand, nor agree, with the need for tactical urbanism projects.
<p>Agree</p>	<p>Interest/commitment from many; may be resistance from middle managerial.</p> <ul style="list-style-type: none"> • There were several expressions of interest for delivering projects as part of the ISFP fund, within RCA and from the Local Boards. • All elected members are excited about the possibilities of using this approach. • Some agree, others do not, at worst we have a gap "in the middle", with on the ground staff willing to engage, visionary leadership from (some) above, but blockages in between. • Define decision makers. Staff = yes. Elected members = not so sure. • The public engagement/workshopping ideas and obtaining feedback from the community has worked very well so far with our project. We have not yet implemented the tactical urbanism solutions, however, are feeling positive about the community and business owner's feedback/buy-in as we are able to tweak things if and when required. • There is really good support from some elected members others need to be better informed and taken through the process to get better buy in. However [it feels like RCA want this to go away so they can] ... keep doing whatever they want to keep doing. • Good support from elected members and senior management in application process, but day to day issues make it more difficult to follow through with delivery. • The Council undertook the development of [masterplans]...all on state highways - the key outcomes in all the plans was to make the towns more liveable and people friendly. • Based on current design work involving tactical urbanism. • There is in general good Council support to implement change and trial new. • Mix of views and leadership amongst staff and elected members. • I think there would be willingness to use tactical urbanism approaches for other projects. • Being a small town this is how we have managed roading changes in the past. <p>Projects face challenges (risk, insecure funding, uncertainty about permanence); can lead to BAU approach.</p> <ul style="list-style-type: none"> • There is willingness but there is also concerns around risks. • Willing to use, however, struggle to make connections between the temporary work and the interventions. As a result attempts are made to try and deliver temporary projects using a more permanent approach and framework. • In [region] uncertainty over funding and timing of delivery of transport projects creates a barrier to testing out changes using tactical urbanism. Once there is certainty over funding, it kicks into standard delivery mode. There is a tension over regional decisions over allocation of funding and the potential local delivery of tactical urbanism to test projects. Local boards would, I think, embrace tactical urbanism as decision makers and are arguably the right decision-making body for this in [region] although the lack of certainty over funding means they do it less than they might otherwise.
<p>Neither</p>	<p>Scepticism/lack of clarity/certainty about tactical projects.</p> <ul style="list-style-type: none"> • I think they struggle to see the step change process - still focused on end result only not the journey.

	<ul style="list-style-type: none"> • I think there is support for something to happen and both quicker and faster. I think it is still an unknown for management and therefore the decision-makers on what this type of project means in the long-term. • They are willing but they may see it as redundant complication. • Something relatively new to our Council. • We have to prove it/evidence it through our two projects first and then we will have stronger mandate. • These are trials, so surety at the moment. <p>Projects face challenges (risk aversion, financial constraints, Covid-19, questions about feasibility).</p> <ul style="list-style-type: none"> • Good support for tactical urbanism, but not yet integrated into any asset management pipeline. • Some get it and agree but when it comes to the crunch I wonder how the leadership above them will handle the risk and boldness that hopefully some of these schemes will take, with [RCA] having such a risk averse leader. • Potentially yes. However the impacts of Covid on Council, on budgets and on future planning add significant uncertainty. Tactical urbanism will allow us to build a strong case for permanent change that will help decisionmakers, but all Councils are now facing large priority decisions. • Not sure whether there is appetite within our local Council's transport team. • It's not that easy. Some of the projects put forward are ridiculous. <p>Other</p> <ul style="list-style-type: none"> • In some areas a low traffic has been already achieved. • There is a wide range of approaches.
Disagree	<p>Lack of understanding about tactical approach and benefits.</p> <ul style="list-style-type: none"> • Don't think there is wider understanding of the benefits of this approach yet. • Most do not yet understand the use of tactical urbanism and see it as either a cheap way out or a temporary fix. • Resistance to change feels particularly strong where transport related projects are concerned, despite clear political direction from our Councillors. <p>Supplier/consultant panel.</p> <ul style="list-style-type: none"> • The right knowledge isn't present and they are using the same Consultants as always, instead of the smaller new Consultants from the supplier list.
Strongly disagree	<p>Lack required thinking and approach (e.g., poor engagement, top-down approach, focus on budgets).</p> <ul style="list-style-type: none"> • It almost seems to have no will to work with the people that already have the will and motivation to trial and even fail if it means the full community is along for the ride. If every project is run from the top and not designed by the users, businesses, and people affected, it sounds a lot like business as usual. Furthermore, they did not put forward projects that had large support from communities and business that were keen and welcoming the innovation. Half the projects that were successful under their standard are being run by people who have limited understanding of locations, are unsure how to make the budget work to what current stakeholders believe to be achievable and are yet to have many conversations with the key players. I don't think they can work in a tactical way. I just have a feeling they have limited understanding of how or where to start and are in position to drive exactly when that moment is ... all of this while not fully understanding the breadth of the task at hand ... short quick solutions that iterate over

	<p>time so that the users, visitors, and locals feel not only that they had input but that not was worth the hassle because their journey through and to has been improved.</p> <ul style="list-style-type: none"> • [RCA] do not support a tactical urbanism approach.
<p>Not sure</p>	<p>Cannot make an assessment.</p> <ul style="list-style-type: none"> • I don't work at [RCA] so I'm not across this level of detail for transport projects. • I have been in my current role for one week and have only recently become involved in the Innovating Streets work. I do not yet have much knowledge of this area of work, nor of our particular project. • Both of my current projects have not "really" started. Project approval was in August. The delay is not really a positive sign.

Do you agree or disagree that decision makers in your Council are confident that transport related tactical urbanism projects can be delivered at lower cost compared to conventional approaches?

<p>Strongly agree</p>	<p>Cost saving potential.</p> <ul style="list-style-type: none"> • Transport projects for similar street - permanent - can cost in the millions. • Pilot trials are smaller = less expense.
<p>Agree</p>	<p>Experience shows costs are lower; decision-makers may not yet be convinced.</p> <ul style="list-style-type: none"> • There are members of staff in our local Council who have been involved in tactical urbanism projects that have been delivered at lower cost than traditional forms. Whether decision makers understand this is unclear • Because of past experience. • I think with a current strong example, decision makers could be confident in the tactical urbanism approach, if the current example finishes well. <p>Other outcomes also need to be assessed and compared (e.g. safety).</p> <ul style="list-style-type: none"> • I think there is some element of this present - but within the project teams there is still a level of expectation around delivering within a more permanent approach. A large part of this is due to safety and expectation within the streetscape. • But less clear on whether the benefits stack up or endure. • Subsidised by the Innovating Streets Fund. • Because Innovating Streets is largely subsidised.
<p>Neither</p>	<p>Local evidence is needed.</p> <ul style="list-style-type: none"> • ...it's too early to tell but should be something that is monitored as part of project delivery. • We do not yet have any demonstrated evidence of this. • Will need to get through pilot programme and report on outcomes to answer this question. • Hopefully by undertaking the trial this will give a more robust outcome - there have been a lot of Council staff hours contributed to the project but if the treatment is to be made permanent is ultimately up to Waka Kotahi • Need to actually do some to build confidence and get better at monitoring. • I believe some of elected Councillors understand and believe but heads of department are definitely tied to their process and the power that comes with it. Which means their enthusiasm to share prioritisation of treatments and the mantle of the experts with everyday people is a step to far. They probably have only actual seen a few low-cost tactical solutions a handful of times which also makes it harder for them to trust a new way of doing things that include the people go through the actual places every day. • Still requires more evidence of this. • Collectively we are all learning what is required in NZ to deliver tactical urbanism projects in NZ. Confidence in this being more cost-effective does again depend on the outcome of this trial. <p>Tactical approaches not of high visibility.</p> <ul style="list-style-type: none"> • Not there yet I think. • I don't believe decision makers would make that comparison. • It's not something that has been really discussed. • Decision-makers have an often-voiced concern about the cost of the planning phase in preparing for project delivery so are probably open at alternative approaches. The challenge will be whether the practical proof of concept translates into investment

	<p>decisions by regional decision makers. This is not currently embedded in [region's] investment delivery framework.</p> <p>Tactical seen as an additional cost difficult to justify.</p> <ul style="list-style-type: none"> • Most of the time tactical urbanism projects will increase the cost in the long run. As those projects are temporary in nature and need to be followed up by permanent solutions. Majority of people in our community see it as a waste of money, as looking for cheap solutions instead of investing in a 'proper' improvement. • While it is universally understood that the budget for a tactical urbanism project is usually lower than the budget of a traditional project, I think some see tactical urbanism as an additional step and cost on top of the traditional project cost, and only a few understand that the benefits of reduced risk, improved optioneering (= better outcomes), and community buy-in that accrue to the longer-term project far outweigh the Tactical Urbanism cost (excellent BCR) - hence the "business case" for continuing with these projects is not yet understood by everyone.
Disagree	<p>Tactical costs can be higher in design phase.</p> <ul style="list-style-type: none"> • So far the money invested in our tactical urbanism project is greater than Council would normally spend on the early design phase of a project, however hopefully the positive response and buy-in from the community will outweigh the financial outlay. • No - because these are fundamentally pilot or trials. They are not nimble and tactical in any way at the moment. Tactical implies a process which goes from idea to implementation within a few days - a weekend almost. There is too much documentation and design and work to figure out all the nuts and bolts. We are literally having to push back on requests to provide full architectural schematic plans for planter boxes due to fear and unrealistic risk aversion. <p>Uncertainty about ongoing costs.</p> <ul style="list-style-type: none"> • What is the OPEX cost of these. What is the effectiveness of these measures over time; when the honeymoon phase is over? • Many are worried about ongoing costs to look after cheap or poorly constructed things. <p>Other</p> <ul style="list-style-type: none"> • The process and funding needs to be given back to the community.
Strongly disagree	<p>Permanent projects still the priority.</p> <ul style="list-style-type: none"> • We seem to be drawn to a "rush to permanence", with people being unable to shift their thinking into the temporary/testing. <p>Unsure about overall cost.</p> <ul style="list-style-type: none"> • Until the actual costs are known unable to say if it is cheaper. • There is still some uncertainty on the overall cost.

Do you agree or disagree that decision makers in your Council are willing to fund transport related tactical urbanism projects even if the level of funding contribution from Waka Kotahi decreases?

<p>Strongly agree</p>	<p>Positive signals</p> <ul style="list-style-type: none"> • Budgets are already stretched. • Have done, are, and we have every expectation that it will continue. • I have seen several projects at the business case stage looking to employ co-design, including prototyping, to consider innovative options and build community buy-in. • The governance body is supportive of tactical urbanism.
<p>Agree</p>	<p>Benefits of a tactical approach are recognised.</p> <ul style="list-style-type: none"> • If low-cost alternatives are available then decision makers would be keen to use these. No point spending +\$1m when you can get the same outcome for \$100k. • For local boards in [region] it provides an alternative way of testing out change to support the case for investment. <p>Supplementary funding.</p> <ul style="list-style-type: none"> • The Council is putting funding in the LTP to work towards implementing the Town Master plans. • Innovating Streets funding is largely subsidised, so financial risk to Council is small.
<p>Neither</p>	<p>Difficult to judge.</p> <ul style="list-style-type: none"> • Sorry, as a consultant I don't know the answer to this. • Unsure if they are, but they might. • I can't gauge the level of willingness among decision makers and budget managers to fund such projects. • As per my answer before, Councils as a whole are reviewing expenditure in a reduced budget post-COVID-19 environment. Finding an increased local share would likely be problematic in the short term; long term, not sure of the answer. • Won't know till we evaluate the project. • It will depend on the success of current projects. • This will largely be based on the success of any local interventions that they can physically see. If they can see it, touch and experience it, and see the actual empirical data from it, then yes, I think they will be willing, otherwise, no. <p>Have relevant previous experience.</p> <ul style="list-style-type: none"> • Our infrastructure budgets are generally pretty tight and therefore gaining approval from our 'roadies' to put money into designing and implementing a temporary measure could be cost prohibitive. • As discussed earlier this is how we have introduced change in the past, just to a lesser degree.
<p>Disagree</p>	<p>Funding constraints will see a shift away from these projects.</p> <ul style="list-style-type: none"> • Anticipate that in this climate of constrained finance, there will be less appetite to trial and test infrastructure and more of a shift to scaled down projects or staged projects. • There is significant pressure on funding envelopes and I believe that priority will be given to larger safety-based Infrastructure projects, rather than smaller local tactical urbanism projects that do not have a specific safety outcome, particularly school based projects that do not meet a safety benefit/cost ratio. • There is no OPEX money for tactical devices. Any sane organization would rather install permanent changes.

	<ul style="list-style-type: none"> • The funding mechanism does not meet the tactical mandate for bottom-up community lead projects. <p>High risks and costs.</p> <ul style="list-style-type: none"> • I think they see it as controversial approach and are not willing to 'waste' ratepayers' money on tactical urbanism. • Costs are astronomical for a trial. Get better process and you might bring costs down. • Seen as too higher risk and can be seen as too costly/wasting ratepayers' money on temporary solutions. <p>Existing financial pressures.</p> <ul style="list-style-type: none"> • Council is too constrained in both its budgets and thinking post-Covid-19 to invest in this kind of venture, I fear. • In financially constrained times, due to Covid-19 and other BAU pressures, Council is unlikely to fund a higher percentage of these type of projects at the moment. • Funding availability would be a key issue given the current state of our local Council. <p>Lack of funding independent of Waka Kotahi.</p> <ul style="list-style-type: none"> • Funding from Waka Kotahi was vital in getting over initial concerns with tactical urbanism projects. • The funding is the major element as local Councils don't have the FAR to make such project's work. • Our Council is finding it hard to source money for new and existing projects in the coming years so the more external funding the better. • Funding this project by Waka Kotahi is crucial in seeing it proceed on current scale. Council might be more open to funding smaller projects if this proves successful.
<p>Strongly disagree</p>	<p>Waka Kotahi funding was key.</p> <ul style="list-style-type: none"> • Reason for support was the additional funding. • The 90% funding is a great incentive for Councils, so even in level 1 situation the Councils are willing to source the 10%. • Purpose/benefits of tactical not well understood. • Why would you invest time or resources into something you did not understand in the first place. Also learning something new means you have to admit that you have a gap in knowledge in the first place basically ego and the capacity to graciously fail are barriers to innovation. Which is a value as much as it is an action. This is a cultural shift that is needing to come from the top. It is an understanding that until they make space for people with different ideas to share space and contribute in new and at times completely contradictory to what they were taught well just be in a jam. A traffic jam...a new ideas jam...We need to realise that in order to improve there will inevitably be some failures along the way. There will surely be some unhappy people too. But there will also be some small humans, disabled humans, and hopeful humans.. that are delighted to be given a bit more room on a street and in some spots to be considered at all.
<p>Not sure</p>	<p>Future funding uncertain.</p> <ul style="list-style-type: none"> • LTP coming up, and financially, Councils are strapped. • The Emergency Budget has meant that budgets have been significantly reduced and the ability to reallocate budgets has reduced. Realistically, if there isn't an alternative funding source, or funds already allocated through the LTP, it won't happen. <p>Requires further conversation.</p> <ul style="list-style-type: none"> • As I haven't been involved long enough to make a sound judgement on that. It feels like there's still a way to go to sell this way of working internally, highlighting the benefits.

	<ul style="list-style-type: none">• Yet to have those conversations.
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J.14. Explanations for ease/difficulty of delivering projects (Survey One)

Very easy

Capability and capacity exists.

- All the systems are there. It's just the levers that need to be pulled in a different way.

Easy

Foundations are in place.

- The organization is an RCA.
- Provided we have the necessary funding for a project, we are well placed to deliver these projects given our unique experience in tactical urbanism projects and our teams' specific experience with transport related projects.
- Because we have done it before albeit on a smaller scale.

Neither easy nor difficult

System and procedural barriers.

- Some parts are easier - engagement with the community, co-design, access to resources that are capable. Harder parts is the funding, nimble decision-making and transport approvals for delivering and working in road corridors.
- The methodology is straight forward; we are currently working on developing processes to deliver at scale as we have many sites within ISFP.
- Learning how to get these projects through the various systems and processes.
- Still have to follow many of the same processes as for a typical project.

Stakeholders have limited understanding; resistance to change.

- As local government we are excited by the opportunity that tactical projects offer. I would love to see this approach fully embedded across our organisation. The wider community has a poor understanding of the impacts of our current transportation network, have limited enthusiasm for change, and even less resolve to change. For future projects, a wider delivery team and significantly more time to design and build partnerships would be a massive advantage. Big hi five to Waka Kotahi Innovating Streets team.
- Some are easier than others...system change that enables agencies to find process that provokes collaboration and innovation would go a long way right now. I worry that ISFP has come in too fast, with too much expectation from community to do what we needed it do to as a first step to improving internal process. People are panicked by timeframes and therefore reverting to known process/behaviours.
- Community is centred at the heart of any successful tactical urbanism project.
- I don't think any tactical urbanism project can be called 'easy' but I think our team is doing a fantastic job and we are getting some exiting results with our community!

Required capability development and change will take time.

- Too early to tell.
- We have a limited staff, however, those involved in this project have enjoyed this process and welcome the co-design opportunity this funding has given us.

- It should be easier however we are working with massive and deep systems change within our agency. Making space for relationship building within this process would really help us along the way, however people feel panicked by what we are required to deliver upon. Because of this the process is often feeling fraught internally as we are aiming towards delivery but still using old and rigid processes and frameworks. More time to work internally to move and change our process will be helpful across the long term. I am worried that we will deliver this as part of the process but not learn or make changes to any of our systems along the way. At the same time we do this every-day as part of our placemaking process and as it often isn't seen as part of the capital works process but rather "that thing over there they do" it is easily able to be delivered.
- From a design perspective the time can be similar. Less time due to simplified design, but more of an interactive process with updates.

Other

- I can't gauge this.

Difficult

Delivery constraints (funding, staffing, Covid-19, pressure to deliver BAU permanent builds with a benefit/cost rationale).

- Staffing is difficult & with most Councils having to recover financially from Covid-19 I think it will continue to get harder.
- Approvals and the understanding of the benefits that sit outside of a benefit/cost ration, lack of understanding of the approach.
- Many pressures on existing resources for delivery of BAU so making it hard to deliver at this time.
- It comes down to staff capacity which is currently very stretched especially with the projects team prioritising PGF projects and business as usual.
- It doesn't fit with BAU processes which are set up for permanent builds.
- Funding restraints and access to high FAR rates to reduce risk.
- Challenging more than difficult; this is testing conventional approaches.

Required capability development and change will take time.

- The shift from conventional delivery (trying to deliver an absolute/ specific design produced by a transportation designers) to tactical delivery (trying to test a design which was designed with community, urban designers/ Place-makers, transportation and safety engineers) will take time. Additionally, for minor improvement projects (up to the value of \$1m), these projects do make a difference to the community impacted since those are safety and community centred and make a difference locally.
- Because everything is new and everyone is learning, new pathways are forged and that requires effort and resilience. The good thing is that everyone is on board with the bigger picture and willing to collaborate and wanting to do the right thing.
- New to many, conservative thinking often.
- There are a lot of teething problems and "firsts" to get through – but currently nothing insurmountable.
- There's a need to build capacity for co-design and tactical urbanism.

Resistance to change; benefits not widely understood; risk aversion.

- It is difficult because the community is not ready. That is why it is so important to have Waka Kotahi funding to trial tactical urbanism and show the benefits of this approach in relation to the contemporary projects.
- Between the community resistance to anything that threatens the dominance of cars, and the risk aversion of leaders, it's very difficult.

Very difficult

Delivery processes are still BAU; lack of required flexibility and agility.

- The gate keeping of purpose and desired outcome is huge. Therefore with limited information of what are the actual goals, very few people are involved and very few people are being informed inside and outside the project...many feel engineer and BAU led...which also makes it not inviting to partake, as very few are being considered and once brought to the table it has little flexibility and strict set of targets - the opposite of tactical urbanism.
- 1) Political and organisational barriers 2) Over thinking projects and requiring they be documented to a level similar to that of permanent solutions. 3) Consultation process that reflect BAU process.

Delivery capability is still developing; limited funding.

- Projects are being 99% outsourced.
- Capacity isn't there, funding is tight, other higher priorities for our Council and region without the support from Waka Kotahi.
- There is no support nor competition in the tactical space. Procurement needs to be based on design competition not relationships. Though the Innovating Streets projects is a great idea the methods of funding and procurement need a serious review.

Not sure

- Why do you send a survey to [non-council stakeholder] about the Council's performance in ISF projects? Some of us are not contracted and dissatisfied with Waka Kotahi's way of handling the Innovating Streets Recommended Supplier list. It hasn't been very visible nor supporting smaller change makers, that actually could have made a difference in many projects. From the email, we had expected questions related to [specific stakeholder experience] and involvement. From your email: As a key stakeholder, you are invited to participate in the Innovating Streets Fund Survey. The survey will help us evaluate the fund, in particular its contribution to building sector and community capability and support for tactical urbanism projects. That is not what the survey is about. It should only have been sent to Councils and their suppliers. Seriously! We hope that Waka Kotahi will conduct a survey useful and actually evaluate supplier's role or lack of it... My [company] is not the only one with that point of view.

Explanations for ease/difficulty of delivering projects (Survey Two)

Very easy/Easy

Capability and capacity exists.

- Council understand the approach and were enablers. We have strong community partners
- Large consultancy organisation that has the expertise to be able to help with the planning and design

Neither easy nor difficult

Need wider buy-in

- We have a new team in urban design that have more of a propensity for tactical urbanism, but whether that is more widely considered across our Council is another thought.
- Community and business push back is a high risk
- The organisation can deliver, the challenge is getting the community to a place where they understand and accept the approach
- There were some issues organisationally, but the real hurdle was the community.

Delivered through BAU

- Our TU project was delivered quicker when we stopped wasting our time on Communities of Practice or running around trying to fit into some idealistic unicorns and rainbows' version of co-design / community engagement, and just bloody got on with the project. Our BAU experience is what helped us get it over the line.

Funding is insecure

- We have used low cost "testing" treatments successfully and are likely to again. Our Innovative Streets scale treatments are likely to remain unaffordable, particularly as it does rely on low cost low risk funding.

Difficult/Very Difficult

Lack capacity, capability and access to resources.

- Resourcing on top of business as usual. Lack of local consultants to assist. Lack of contractor availability to implement. Public perception risks may prevent Council from looking at most effective treatments.
- Capacity - very resource hungry projects
- My experience was that the key Council staff were not competent to deliver the program
- Lack of staff resourcing. No mandate from leadership to innovate and very risk adverse. Staff approach a tactical project using BAU. Communication staff not interested in supporting.
- Lack of internal staff who are able to do this. No current strategies that support this work in a practical sense for Council. Most of this sits with [RCA] which then leads to relying on their staff.
- Time constraints, lack of experience in this area and a relay team approach to projects i.e. not a holistic end to end team, but handed from one section to another e.g. scoping, planning, business case, design, delivery, maintenance. Difficult to get in at the beginning to discuss options for design methodology or fit for a trial.
- As discussed above, Council faces extreme staff capacity constraints at present. Being unable to compete on pay in the current market, we are simply unable to attract and retain skilled

staff. As such, more work gets put on fewer people, resulting variously in burnout and poorer outcomes where projects are given to junior staff hired into more senior positions as a (structurally poor) workaround for the lack of movement in salary brackets compared to the labour market.

Timeframes and costs make it difficult, particularly when funding is insecure

- It was a huge time commitment, much more than expected and we underestimated the staff required to undertake the trial. Also didn't apply for enough funds for consultants to do it externally (although I thought it was supposed to be done internally so staff gained experience and tools for future projects). It's not so much the delivery of temporary tactical urbanism solutions funded by Waka Kotahi but if the trial is a success, following it up with permanent infrastructure, funded by Council is the biggest problem. The temporary trial and permanent solution are not aligned (financially) eg. it's not funded within the LTP or priorities change
- Time constraints along with budget makes it hard
- In my experience, the projects are technically simple in terms of transport planning and street design. They are politically extremely challenging. They are financially also quite difficult, for us internally because the professional fees are typically too low to cover the amount of time required to be spent on them in relation traditional projects. They can be very stressful for our team.
- Budget for capital works projects typically do not allow for / provide funding for trials prior to construction
- There has been a lot of change in the past 18 months internally and in the wider environment. The resource needed for tactical urbanism project is very high - or we found it to be so - and there are a lot of major permanent projects happening in the next three years requiring internal resource. We are currently building/rebuilding our transport and our communications team, and our city design team. It would depend on the scale of the tactical urbanism project, and the cost/benefit of this approach, as well as the timescale for applying for funding and deadlines for delivery. The most recent project was extremely challenging because it was a new approach for our Council, because of the changing Covid environment which impacted on community engagement and ability to do face-to-face work as well as on supply chains - and especially because of the very tight timeframe. I believe that our Council would be interested in delivering future transport related tactical urbanism projects in the next 5 years if there was a longer timeframe for delivery.

Low community support/engagement.

- Community buy-in is difficult as Council has trained the community to respond in a certain manner when engaging on projects - change is difficult.
- Community dislike of change
- Lack of confidence by management and critical voices in the community
- The temporary nature of the tactical urbanism concept and the huge amount of time required for co-engagement plus the flawed concept that community representatives represent the views of the community as a whole, drags limited resources off necessary and proven projects with known outcomes on to 'let's see if it will work' projects.
- Community leadership holds all the cards, inability to get engagement at a high level.

Need organisation support/shift away from BAU.

- Would still need to convince decision makers that transport related tactical urbanism projects work - and that they can be palatable to the public. Then there'd need to be funding and resourcing in terms of people/project management teams.
- Bureaucracy
- Because road traffic is king! It's difficult at the moment to get the permissions to do any sort of tactical urbanism outside of a one-off event.

Lack of collaboration between agencies

- ... there remain inter-agency challenges for transport related tactical urbanism as to who does what, especially for projects initiated by local boards
- Separation of roading authority from Council makes it difficult for decisionmakers direction to be brought to life on the ground

Not sure

- Not relevant to me
- I have been working as a consultant so not involved closely with the internal workings.
- Not at [RCA] so I can't say