
Evaluation of Open Streets

A comprehensive report of
Fort Collins' first Open
Streets event

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Executive Summary

In July 2014, the City of Fort Collins hosted its inaugural Open Streets event along East Laurel and Whedbee Streets to encourage physical activity, increase awareness of active transportation opportunities, promote local business, and build community. Open Streets events invite people into public streets to experience a temporary car-free environment. Community members are encouraged to walk, bicycle, jog, rollerblade, socialize, play, and generally use the street for purposes other than moving automobiles. Car-free initiatives have increased in popularity across North America with more than 100 documented events, including in Denver and Boulder. Open Streets events are innovative ways to increase bicycling and walking, and achieve public health, environmental, social, and economic goals.

Several cities across the United States have publicized the planning process used to organize and host an Open Streets event. The City of Fort Collins adopted a similar process. The following 15 steps, adapted from the planning process for Missoula, Montana's Sunday Streets event, guided the City's planning of Open Streets in Fort Collins:

1. Bring the idea of an Open Streets initiative to town
2. Secure political and organizational support
3. Establish a budget
4. Plan the route
5. Set dates and schedule the event
6. Begin planning the event
7. Secure sponsorships, partnerships, and grant resources
8. Organize community outreach strategies and engage the community
9. Develop collateral material
10. Coordinate traffic control
11. Develop communication strategies
12. Organize event activities
13. Finalize logistics of the event
14. Recruit and manage volunteers
15. Evaluate the event

The City of Fort Collins' 2008 Bike Plan (2008 Plan) set the stage for a community car-free initiative in Fort Collins. Following the recommendation of the 2008 Plan, City staff attended an Open Streets training event in Minneapolis, Minnesota, which helped to launch the planning process for the 2014 Fort Collins Open Streets initiative. A stakeholder and planning committee was established and the following four goals were developed for Fort Collins' Open Streets:

- Promote and increase active transportation
- Promote and increase physical activity and social health
- Increase awareness and acceptability of streets as public facilities with multiple uses
- Build community by engaging residents of all ages, abilities, and backgrounds

To measure progress toward these goals, extensive evaluation was conducted leading up to, during, and following the Open Streets event. This report documents the results of this research and establishes baseline data for comparison to future Open Streets event implementation in Fort Collins. The following summarizes key findings from the evaluation:

- Approximately 2,000 people participated in the inaugural Fort Collins Open Streets event.
- A vast majority of participants felt that the event was safe, family friendly, and is an asset to the community.
- Participants agreed that Open Streets encouraged active transportation, and the majority of participants chose to walk or bike to the event.
- Most Open Streets participants reached recommended daily levels of physical activity while at the event, and some even reached recommended weekly amounts of physical activity just by being at Open Streets.
- A majority of participants felt the event was welcoming to everyone, but survey data confirms that future outreach could better target underserved populations of Fort Collins.
- Observational methods confirm a high proportion of children present at the event.
- More women attended Open Streets than men.
- The economic impact of the event is conservatively estimated between \$10,500 and \$19,000 in discretionary spending at local businesses nearest the Open Streets route. No businesses were located directly along the 2014 Open Streets route.

The comprehensive evaluation process garnered survey results from volunteers and business vendors, in addition to event participants. The data collected through this process offer a strong foundation for the successful planning and implementation of future Open Streets initiatives. For example, results from the Volunteer Exit Survey suggest that volunteers were highly satisfied with the event planning and execution, but future trainings and volunteer materials should be streamlined to enhance the volunteer experience. Further, business vendor survey results indicate that many vendors would consider future participation in Open Streets, but would benefit from additional information and education to better understand the nature and goals of the Open Streets initiative. Evaluation results also suggest that future public messaging strategies should include the purpose of the event as Participant Intercept Survey results indicated that many participants were expecting a festival similar to others hosted by Fort Collins throughout the year. Additional inferences are presented in the remainder of the Open Streets Evaluation Report.

Results from the City's extensive evaluation offer lessons learned and a solid foundation of information from which future Fort Collins' Open Streets should be based. The results herein can be used to support efficient and effective planning, communication, and implementation strategies to achieve highly successful Open Streets initiatives in the future. Finally, event evaluation establishes a sound foundation for continued growth and maturation of Open Streets.

Overview

Open Streets events have gained popularity throughout the United States in the past several years. While car-free initiatives began in the United States in Seattle as early as 1965,¹ these events are not simply an American phenomenon. In fact, the largest car-free event occurs weekly in Bogota, Columbia, called Ciclovía.^{1,10} Every Sunday and on national holidays, more than 70 miles of roadways are closed to motorized traffic and opened to people to bike, walk, and socialize. In Colorado, Boulder and Denver have hosted Ciclovía-inspired events since 2010 and 2011, respectively.

More than 100 car-free events have been documented throughout North America. These events are tools to help communities reach environmental, social, economic, and public health goals.¹⁰ On July 20, 2014, Fort Collins, Colorado launched its initial Open Streets event with four goals developed by an Open Streets stakeholder and planning committee:

- Promote an increase in active transportation.
- Promote and increase physical activity and social health.
- Increase awareness and acceptability of streets as public facilities with multiple uses.
- Build community by engaging residents of all ages, abilities and backgrounds.

Open Streets in Fort Collins was organized by the City of Fort Collins' FC Bikes Program. The City's vision for bicycling and multimodal connectivity across a broader transportation system served as the impetus for Open Streets in Fort Collins. In order to measure the attainment of event goals, comprehensive evaluation was proposed with several important functions identified:

- Provide accountability to stakeholders and resource providers.
- Determine the extent to which established goals are met.
- Establish a planning guide for future events.
- Determine the most effective use of resources, both monetary and temporal.

A public and private resource mix was utilized to coordinate the event. A third-party marketing consultation firm was hired to support marketing and outreach, communications, and event coordination. Volunteer coordination was supported by a local bicycling-oriented non-profit organization. Event evaluation was planned and executed with graduate student assistance.

This document details the evaluation methodology, results of various measures, and a discussion of recommendations for future events. Materials used during the evaluation and planning processes are located in the Open Streets Evaluation Supplemental Materials Manual (E-SuMM) and are available for use by other planning organizations.

Evaluation Methodology

Open Streets data collection involved multiple methods. An observational counting method was used to estimate event participation and several surveys were distributed, including a participant intercept survey, business partner survey, volunteer exit survey, and interactive poster board surveys. Qualitative data was collected by surveyor and observation volunteers. The protocol for each will be described in detail below. Following the event, survey invitations were distributed to residences and businesses located along or near the event route. Finally, the event planning process was evaluated which has yielded helpful recommendations for future Open Streets events. These recommendations are available in the Discussion section of this document.

Observational Methodology

Several Open Streets events, including Oklahoma City, Oklahoma and St. Louis, Missouri, have used an observational methodology and materials pioneered by Dr. J. Aaron Hipp, Assistant Professor at the Brown School of Social Work at Washington University in St. Louis, Missouri⁷. In order to estimate the number of event participants, Open Streets organizers in Fort Collins adapted Dr. Hipp's methodology. Four observing stations were positioned 0.45 miles apart from one another along the "T" shaped route of East Laurel Street and Whedbee Street. Observation location 1 was on the south side of East Laurel Street between the two buildings of Centennial High School. Observation location 2 was located on the south side of East Laurel Street at the alley between Stover Street and Smith Street. Observation

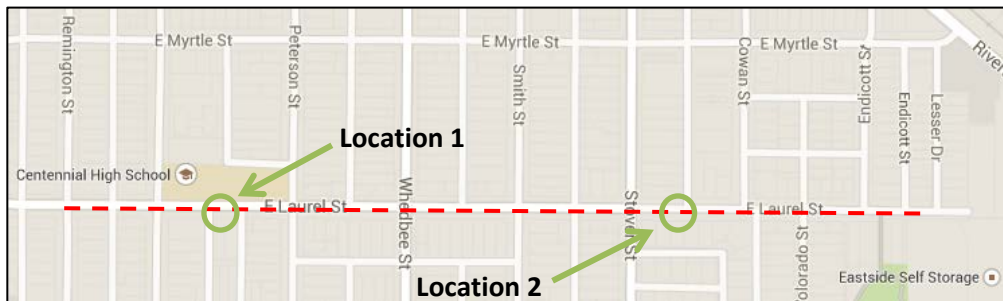


Figure 1: Open Streets observation locations 1 and 2. Credit: Google

location 3 was located on the east side of Whedbee Street, just south of East Elizabeth Street. Observation location 4 was located on the east side of Whedbee Street, just south of Pitkin Street. Figure 1 shows observation locations 1 and 2, while Figure 2 shows observation locations 3 and 4. Two volunteers were placed at each location. One observer was assigned to count youth participants and the other counted adult participants. Specific observational protocols can be found in Appendix A of the Open Streets Evaluation Supplemental Materials Manual (E-SuMM).

For 15 minutes during three sequential hours, volunteers tallied their respective participants as participants crossed an imaginary line drawn by the volunteer perpendicular to the route. Participants were tallied on observation forms according to gender, activity (cycling, walking, skating, or other) and race/ethnicity (white, Hispanic, African American, or other). Quantitative data collected during the three counting periods was entered into Dr. Hipp's Open Streets Participant Count Excel spreadsheet.

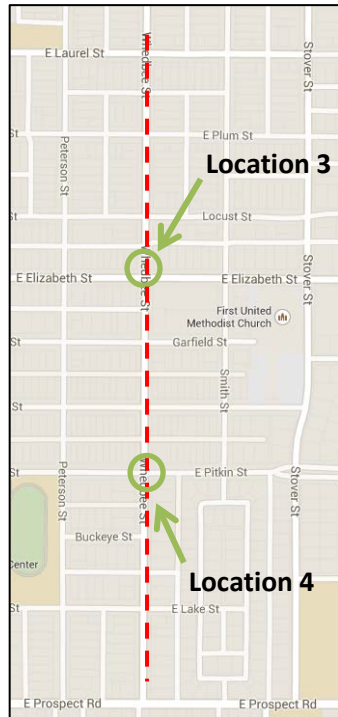


Figure 2: Open Streets observation location 3 and 4. Credit: Goale

Prior to each 15 minute counting time period, the observation volunteers were engaged in General Observations, or GOs. Each GO occurred 15 minutes immediately prior to each counting time period. A set of standardized questions were developed by the Evaluation Coordinator with input from City staff. The standardized questions were the same for each observation station and each of the three GO time periods. The Evaluation Coordinator used group SMS text messages to coordinate start and stop times for GO and counting periods among volunteers.

Each observation volunteer received the following materials upon check-in:

- One clipboard and pen
- Age-specific counting forms
- GO forms

Most observation volunteers attended a mandatory training session prior to the event, but volunteers were provided an additional expedited training session if necessary the day of Open Streets. Materials were collected from volunteers following the final counting period. Observational materials are available in Appendix B of the Open Streets E-SuMM.

Intercept Survey Methodology

The Evaluation Coordinator devised a 22-question intercept survey that was adapted from various versions of an intercept survey that has been used at St. Louis’ Open Streets events. Additional questions were developed to measure attainment of specific event goals. Surveyor volunteers were trained prior to the event; an additional expedited training was available the day of the event. The surveyor volunteer protocol can be found in Appendix A of the Open Streets Evaluation Supplemental Materials Manual (E-SuMM).

Volunteers were provided with blank surveys upon check-in to the event. Each volunteer was assigned a unique, sequential letter code. The letter code was to be written on the top of each survey and each survey sequentially numbered. Volunteers were instructed to randomly approach event participants throughout their shift in order to ensure reliable results. A tally sheet was distributed to count the number of participants that were approached and those that completed a survey. The Participant Intercept Survey is available in Appendix C of the Open Streets E-SuMM.

The following materials were distributed upon check-in:

- Clipboards (one to two per surveyor)
- Two pens
- At least 35 surveys

- Surveyor protocols with a tally box for monitoring the number of participants that were approached and the number that completed an intercept survey

Following the event, all survey responses were manually coded and entered into an Excel spreadsheet for analysis. The results of the intercept survey questions are presented in the Results section of this document. Many questions offered multiple potential responses; coding of possible responses followed a sequential, numerical series.

Partner Evaluation Survey & Volunteer Exit Survey

The Evaluation Coordinator developed the Business Partner Evaluation Survey with input from City staff. The one page survey was distributed to business vendors during the event. A single volunteer approached tents located along the route and asked for survey participation. The volunteer was supplied with the following materials upon check-in:

- 50 surveys
- One clipboard
- Two pens

Verbal instructions were communicated to the volunteer upon check-in to the event; no official protocol had been developed for this specific ask. Survey responses were coded and manually entered into an Excel spreadsheet for analysis. The Business Partner Evaluation Survey is available in Appendix C of the Open Streets E-SuMM.

All volunteers were required to check into and out of the event at an established volunteer headquarters located at Centennial High School. Ideally, all volunteers would have been asked to complete an exit survey upon check-out. The volunteers that were coordinating the check-in and check-out procedures were not immediately aware that Volunteer Exit Surveys should be distributed to all volunteers. As a result, several volunteers were not surveyed. Some volunteers completed several shifts throughout the day, and therefore reduces bias that may exist had all morning-shift volunteers not be represented in the Volunteer Exit Survey sample.

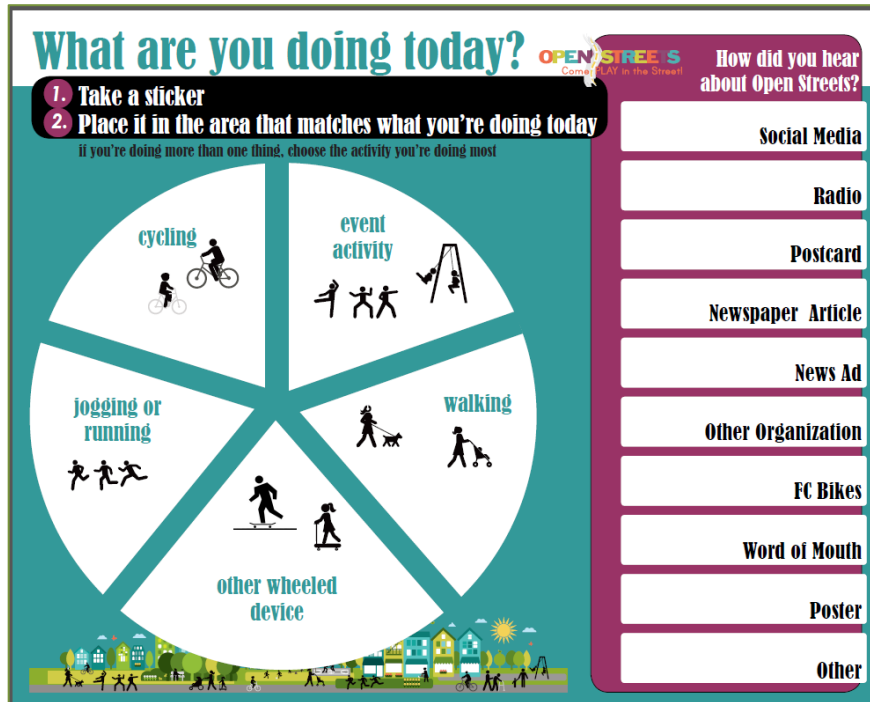
A seven-question Volunteer Exit Survey was developed by the Evaluation Coordinator with input from City staff. The check-out volunteers were instructed to turn away from the surveyed volunteer until their survey was complete in order to limit potential response bias. Following the event, survey responses were manually coded and entered into an Excel spreadsheet for analysis. The Volunteer Exit Survey is available in Appendix C of the Open Streets E-SuMM.

Interactive Poster Board Surveys

Three poster board surveys were adapted from similar large, interactive surveys that have been utilized at St. Louis Open Streets events. City staff adapted the St. Louis interactive survey, as seen in Figure 3. Each poster survey posed two questions:

- How did you hear about the event?

- What [activity] are you doing at today?



Each Information tent hosted one Interactive Poster Survey. Participants were given a sticker and asked place their sticker in the field corresponding to their response to each question. Survey responses were tallied and entered into an Excel spreadsheet. Category tallies were summed and presented in the results section of this document.

Figure 3: Fort Collins Open Streets Interactive Poster Board Survey.

Resident Survey & Business Economic Impact Survey Methodology

Following the event, the Evaluation Coordinator developed a 14-question Resident Survey using Survey Gizmo. Invitations to complete the online survey were distributed by the Evaluation Coordinator to 113 residences located along East Laurel and Whedbee Streets. Houses with gates were generally not surveyed as were residences located in secure apartment complexes. The Resident Survey is available in Appendix C of the Open Streets Evaluation Supplemental Materials Manual (E-SuMM) and the distributed invitation is available in Appendix D of Open Streets E-SuMM.

Pre- and post-event Economic Impact Surveys were also developed by the Evaluation Coordinator with input from City staff. While no businesses were located directly on the Open Streets route, determining the economic impact of Open Streets on businesses located nearest the route was identified as an important measure.

The pre-event survey was distributed to 22 businesses located nearest to the intersection of South College Avenue and Laurel Street. The 22 businesses that were invited to participate in the Economic Impact Survey were businesses that had been previously contacted during in-person event outreach activities. Businesses closed for operation on Sunday were excluded from survey (Open Streets was hosted on Sunday), as were businesses that were not likely to be impacted by spur-of-the-moment decisions to consume those services, for example dental health services or tattoo parlors.

Three weeks prior to the event, the Evaluation Coordinator distributed a physical copy of the pre-event survey accompanied by instructions and a link to an online Survey Gizmo version of the survey. The pre-

event Economic Impact Survey is available in Appendix C of the Open Streets E-SuMM. The pre-event online survey invitation is available in Appendix D of the Open Streets E-SuMM.

No responses to the pre-event Economic Impact Survey had been received prior to July 20, 2014. As a result, the Evaluation Coordinator developed a new survey that combined pre- and post-event measures into a single online survey. The new combined format Economic Impact Survey was distributed via email to 16 of the original 22 businesses that had been solicited. No new establishments were included. Some business contact personnel refused to provide email addresses for business managers, and therefore were not invited to participate.

A new invitation was developed using visual cues similar to the initially distributed invitation, and was included in the email to business managers and/or owners sent August 1, 2014. As of August 15, 2014, completed Economic Impact Survey participation rate was 0.00, n=0. The combined format Economic Impact Survey is available in Appendix C of the Open Streets E-SuMM. The combined format Economic Impact Survey invitation is available in Appendix D of the Open Streets E-SuMM.

Results

Observational Counting

Using Dr. J. Aaron Hipp's Open Streets Participant Count Excel spreadsheet, it is estimated that 1,958 people participated in Fort Collins first Open Streets event. The Excel spreadsheet data is available in Appendix E of the Open Streets Evaluation Supplemental Materials Manual (E-SuMM). Observational data indicated the following:

- 25.6% of participants were children.
- 55.8% of adult participants were women.
- 56.7% of adult participants were cycling.

General Observations

General Observation (GO) periods collected qualitative data throughout the event. The following seven questions were answered by each of the eight observational volunteers:

1. Describe the area where your station is located. What types of activity hubs are nearby, is there shade, etc.?
2. What are people doing? Are there a lot of people at activity hubs, are people sitting, are people continuously moving, are they using the street for ways other than to travel between stations (throwing Frisbees, dancing, etc.)?
3. Are participants engaging in safe behaviors, whether they are using equipment or if they encounter someone else using equipment, (such as wearing helmets and yielding to pedestrians when on bikes or skates)? Are people not being safe?
4. Are there other volunteers around you, and are they interacting with participants? What else do you notice about other volunteer's behaviors?
5. Are participants socially interacting with one another? What does the interaction look like?
6. Describe the weather conditions. Is it hot, cloudy, what's the temperature, etc.?
7. Additional notes?

Verbatim responses are available in Appendix E of the Open Streets E-SuMM. The following trends were noted during GO periods:

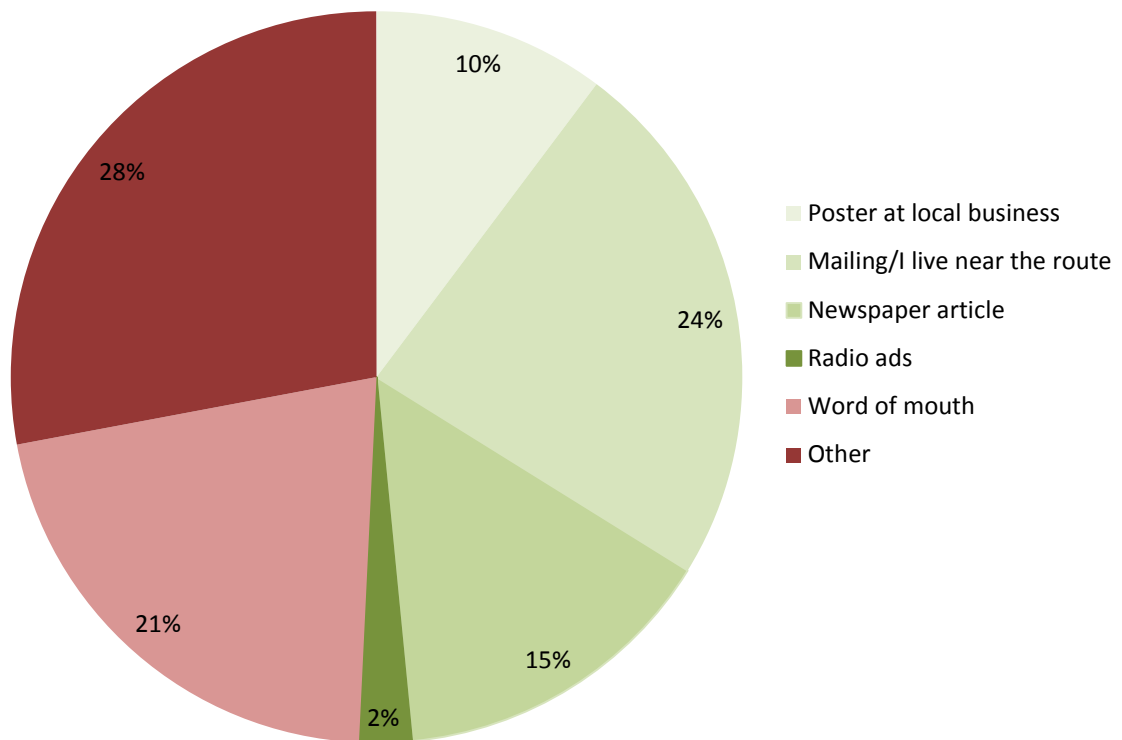
- The weather was consistently near 90 degrees Fahrenheit with little cloud cover or wind.
- Few participants were observed at the ends of the route (i.e. the extreme western, eastern, and southern portions of the route were underutilized).
- Participants were generally engaging in safe behavior, although some cyclists and skaters were not wearing helmets.
- Volunteers were visible and generally on task.
- The event atmosphere was calm and music helped set the tone.
Interactive business partners had increase participant involvement.

Intercept Survey

Open Streets participants were randomly approached and invited to complete a 22-question survey. The results of each question are presented below. A total of 313 participants completed the Participant Intercept Survey. Percentages presented graphically are rounded to nearest tenth of a percent.

1. How did you hear about Open Streets? N=390

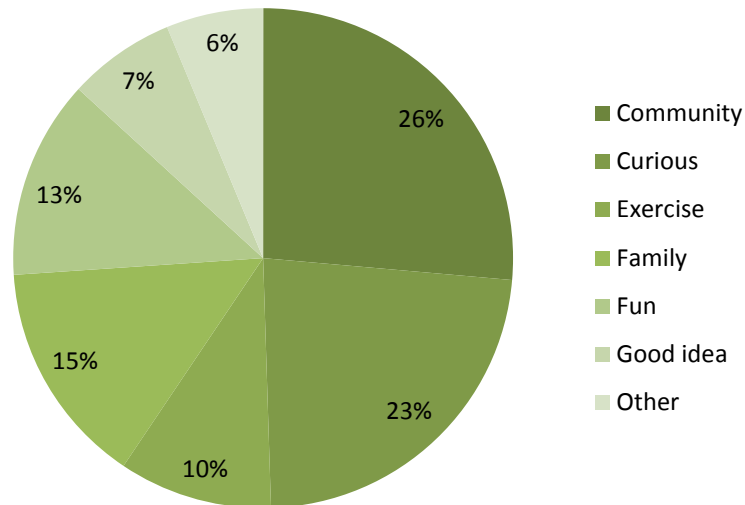
- 50.7% of respondents indicated that they had been exposed to one or more of the specific marketing tactics developed during the planning for Open Streets.
- 21.2% indicated that participants heard about the event through word-of-mouth.
- 27.9% of respondents indicated that they had been exposed to another form of outreach not listed in the survey.



2. Why did you decide to attend Open Streets? N=303

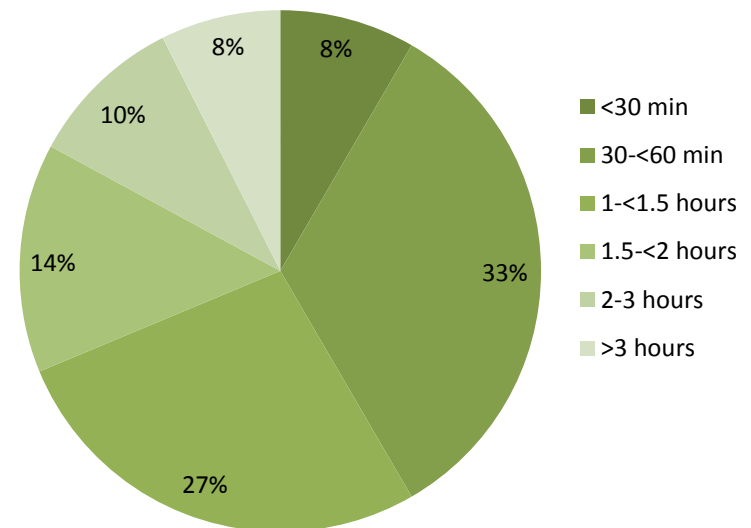
The following responses represent summarized responses:

- 26.4% came to Open Streets to build community.
- 23.1% of participants came to the event out of curiosity.
- “Fun” and “Family” each represent 14.5% of responses
- 10% indicated that “exercise” brought them to the event.
- 6.9% of respondents came to Open Streets because they like the idea of Open Streets or had been aware of the idea previously.
- 6.3% of responses did not fit into one of the above themes.



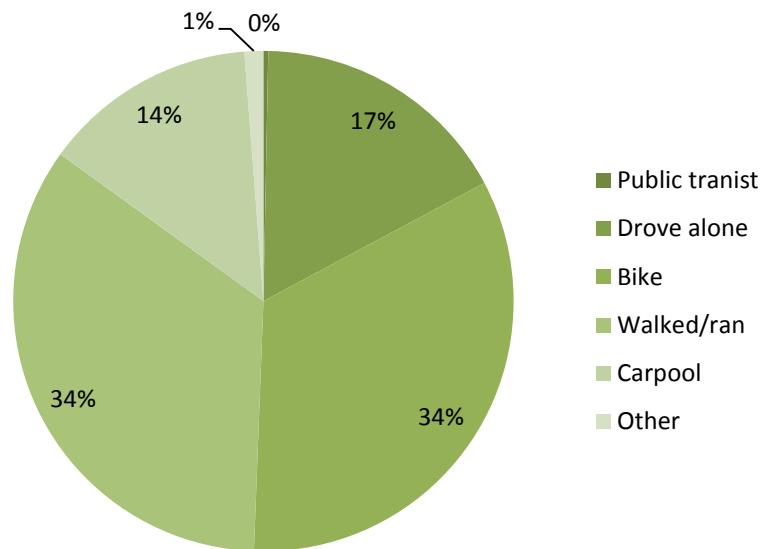
3. How long do you plan to stay at Open Streets? N=310

- 60.3% of respondents indicated that they would remain at the event between 30 and 90 minutes.
- 31.3% said they planned to stay longer than 90 minutes.
- 8.4% of event participants responded that they would stay 30 minutes or fewer.
- The fact that a majority of participants planned to stay between 30 and 90 minutes adds support to the participation estimate. In other words, a majority of people planned to stay for around an hour, and they would have not been counted more than once during observational counting periods.



4. How did you get to Open Streets today? N= 326

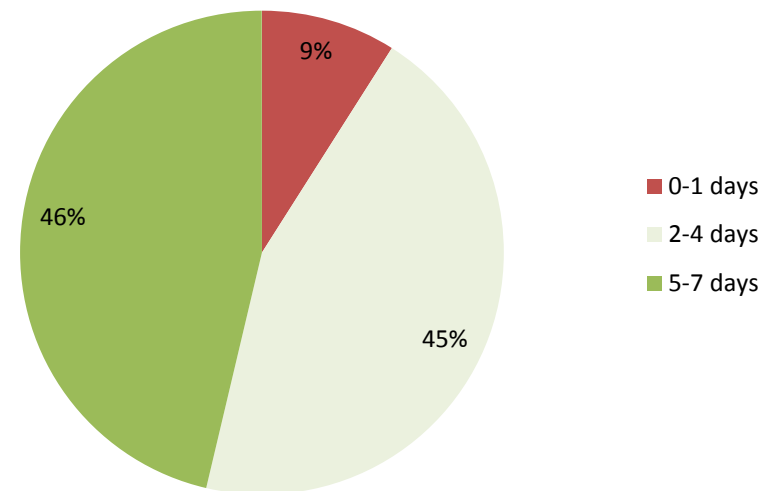
- 67.8% of participants indicated that they arrived at the event by walking or bicycling.
- 16.9% of respondents stated that they drove alone.
- 13.8% of participants carpooled to the event.
- One respondent indicated that they used public transit in order to get to the event (equating to less than one-half of one percent of survey responses). Public transit does not operate on Sundays in Fort Collins as of July 20, 2014.



5. How many days in the past week did you participate in physical activity? ⁸ N=311

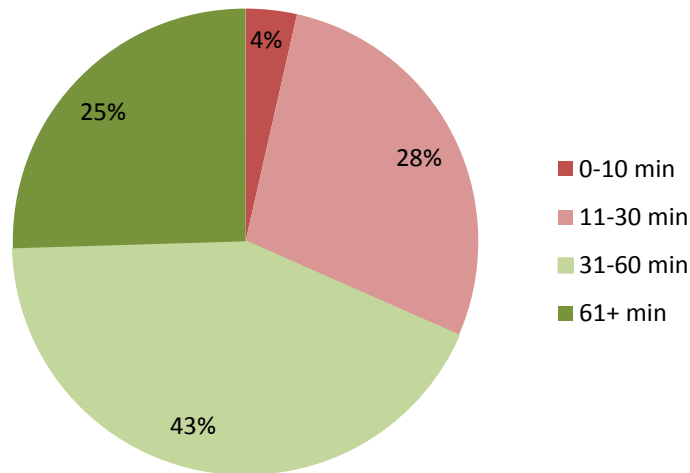
When presented with the intercept survey, participants also read the following statement: physical activity was defined as an activity “where your heart rate and breathing rate increase for more than 10 minutes.”

- 46.3% of respondents had been physically active five to seven days in the past week.
- 9% of survey respondents indicated that they had been physically active one or fewer days during the past week.
- 44.7% of participants had been physically active two to four days in the past week.



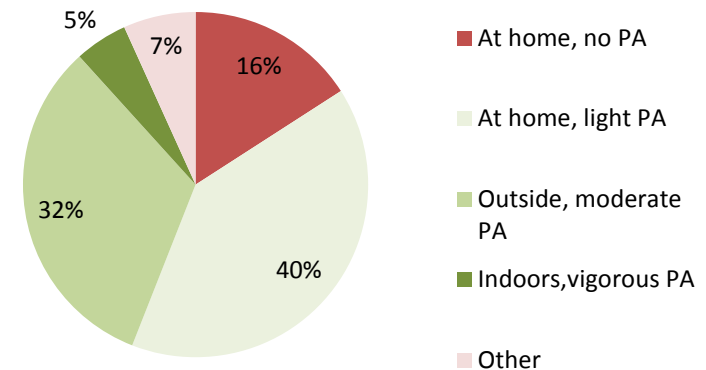
6. How many minutes, on average, do you participate in activities where your heart rate and breathing rate increase on days that you are active? ⁸ N=310

- 25.5% of participants responded that they are active for more than an hour at a time on days that they are active.
- 42.9% indicated that they are active for 31 to 60 minutes at a time.
- 3.5% of participants indicated that they are not active for more than 10 minutes per day.



7. What would you be doing if you weren't at Open Streets? N=384

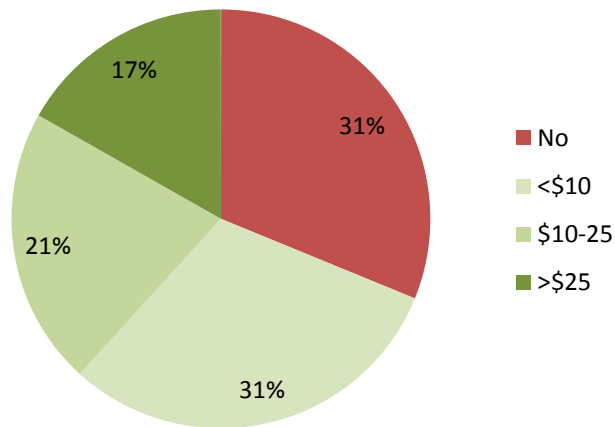
- 15.8% of participants indicated that they would be “at home indoors reading, watching TV, etc.” In other words, they would have been at home engaged in no physical activity.
- 40% of participants responded to the survey saying they would be “at home gardening, [doing] chores, etc.” if they were not at Open Streets. In other words, they would have been engaged in light intensity physical activity at home.
- 32.3% would have been “playing outside, riding bike[s], hiking, etc.” In other words, they would have been engaged in moderate intensity exercise.
- 4.9% of participants would have been engaged in vigorous physical activity, by responding that they would be “playing indoors, [at the] gym, exercise class, etc.”
- 6.7% percent of Open Streets participants would have been participating in an activity not listed on the survey.



8. Do you plan to spend money at businesses near Open Streets (e.g. near College Avenue and Laurel Street)? N=298

There were no active sales at the event, therefore the question specified the nearest economic district at the intersection of South College Avenue and Laurel Street.

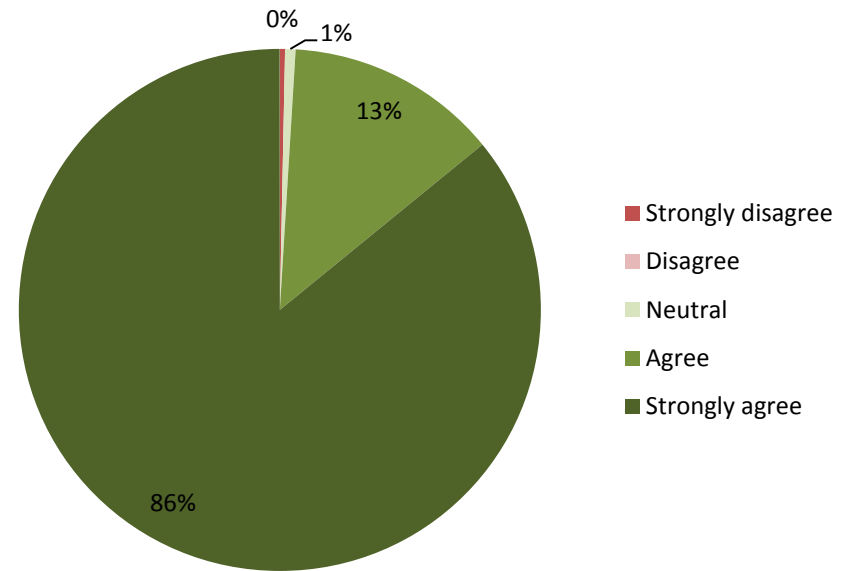
- 31.2% of participants did not plan to spend money while at the event.
- 68.8% of participants did plan to spend money.
- 30.5% of respondents said they would only spend fewer than ten dollars while at the event.
- 38.2% of surveyed participants indicated they would spend at least ten dollars and more than twenty-five dollars.
- 16.8% of participants planned to spend more than twenty-five dollars, the upper range of the survey question.



**The following six questions were accompanied by a 5-point Likert scale labeled from “Strongly Agree” to “Strongly Disagree.”*

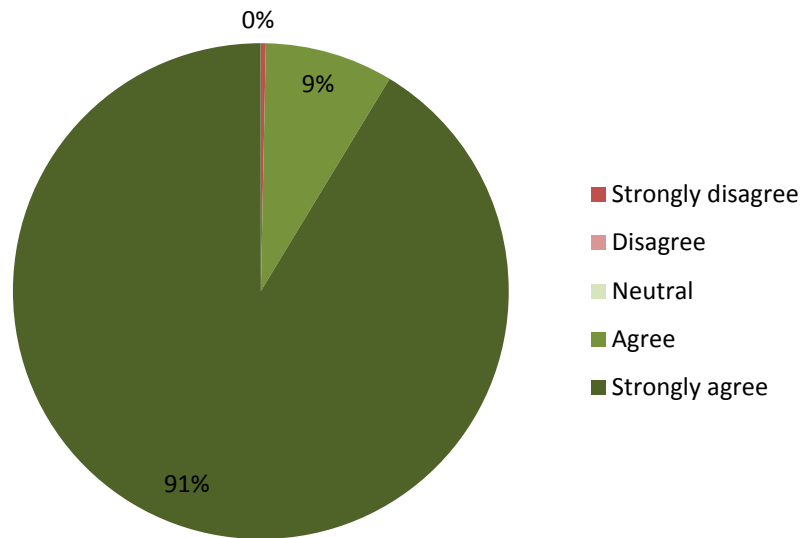
***9. Open Streets is a family friendly event. N=312**

- 85.6% strongly agreed to this statement.
- 13.4% responded to the statement by choosing to agree.
- 0.32% of participants, or one respondent, disagreed strongly with the statement. No respondents chose to disagree.
- 0.64% of respondents, or two respondents, remained neutral.



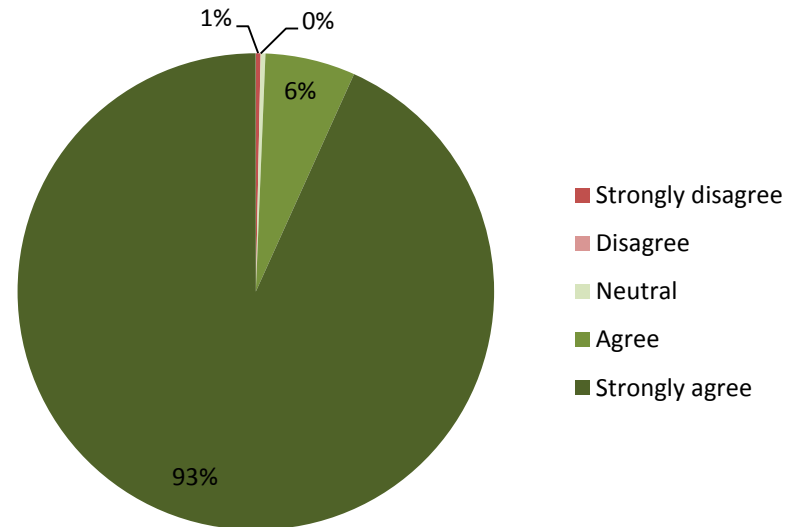
***10. I feel safe at Open Streets. N=311**

- 91.3% strongly agreed to this statement.
- No respondents chose disagree or remain neutral; one respondent strongly disagreed.



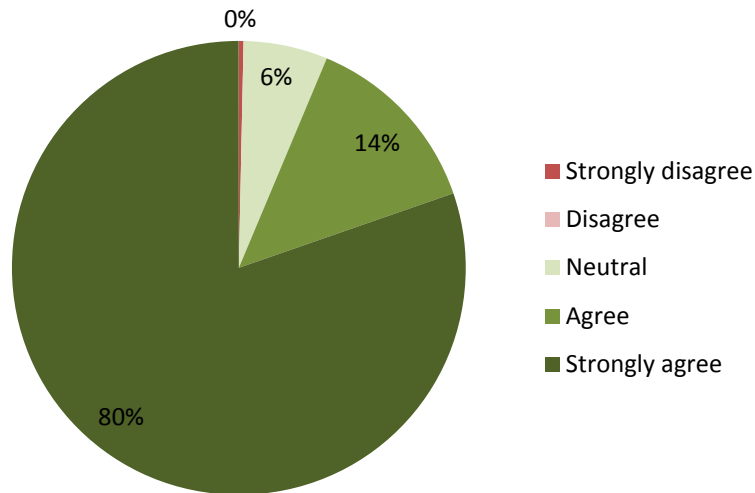
***11. Everyone is welcome at Open Streets. N=311**

- 93.2% participants agreed strongly that the event is welcoming to everyone.
- 6.1% responded to this statement by agreeing.
- One respondent, or 0.32%, remained neutral.
- 0.32% strongly disagreed to this statement.



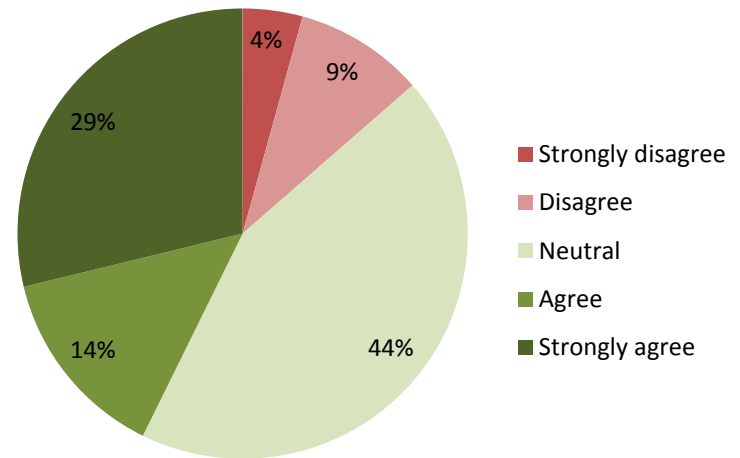
***12. Open Streets Strengthens our community. N=300**

- 80.3% of surveyed participants strongly agreed that the event helps to strengthen the Fort Collins community.
- 13.3% agreed to this statement.
- 6% of surveyed participants remained neutral.
- Only one respondent, or 0.32%, disagreed with this statement.



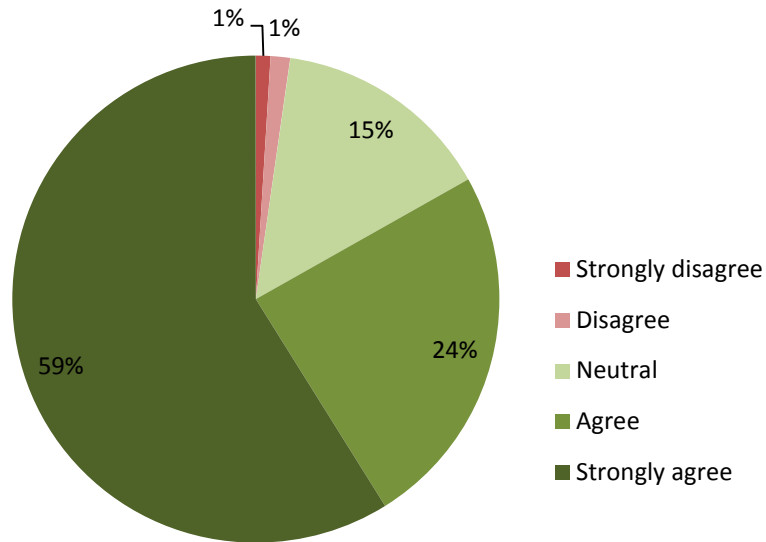
***13. I have learned about new transportation options at Open Streets. N=302**

- 28.8% of surveyed participants chose to strongly agree that they had learned about new transportation option in Fort Collins.
- 13.9% agreed, while 43.7% of participants remained neutral.
- 9.3% of survey respondents disagreed with this statement.
- 4.3% of surveyed participants strongly disagreed.



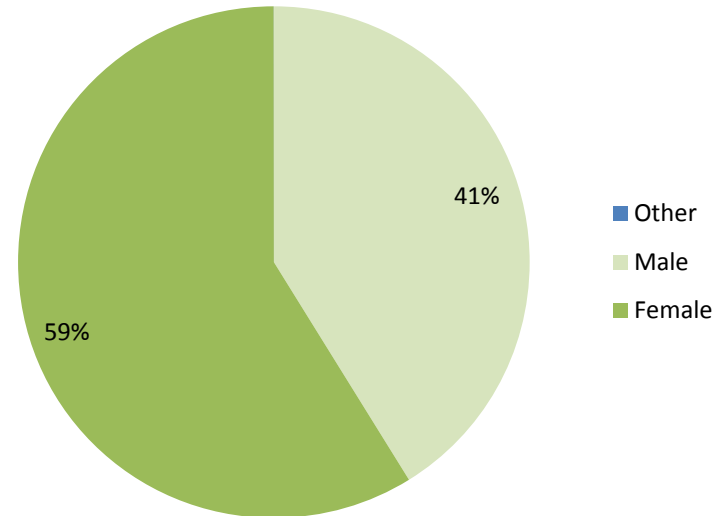
***14. Open Streets emphasizes the many uses of public streets.
N=309**

- <1% of participants strongly disagreed that the event emphasized the many uses of public streets.
- 1.3% responded to the question by choosing to disagree.
- 58.8% of respondents strongly agreed with this statement and 24.3%, agreed.
- 14.6% of survey respondents remained neutral.



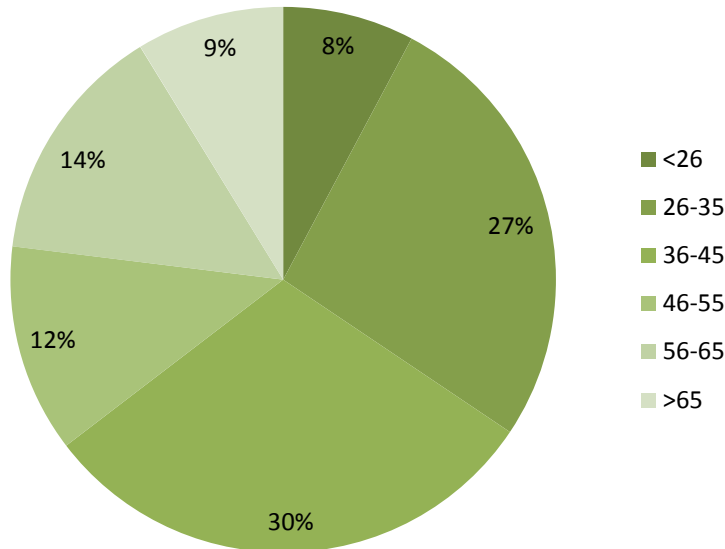
15. What is your sex? N=311

- 58.8% of survey respondents were female.
- 41.2% responded by selecting male, and no participants chose to identify with another option.



16. What is your age? N=308 (note: survey participants were 18 or older)

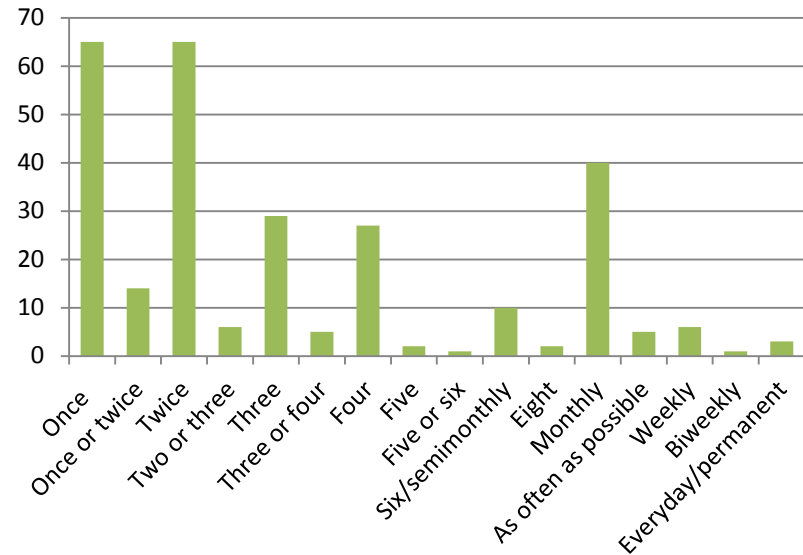
- 56.8% of Open Streets survey respondents were between 26 and 45 years of age.
- 7.9% of respondents were less than 26 years of age, but survey protocol stated that only people 18 years of age and older were invited to participate in the survey.
- 8.7% of respondents were over 65 years of age. The oldest surveyed participant was 94.
- 12.3% and 14.3% of respondents were 46-55 years of age and 56-65 years of age, respectively.



17. How often should Open Streets occur? N=281

Participants were provided with a blank space to write in a desired response. Responses were summarized into the categories below.

- 46.2% of survey respondents indicated they would like the event to occur once, once or twice, or twice a year.
- 14.2% of survey respondents would like the event to occur on a monthly basis. The fourth and fifth most frequent responses were three times a year by 10.3% of respondents, and four times a year by 9.6% of respondents, respectively.
- No respondents indicated that the event should never happen and 1.1% indicated that the event should occur every day or that a permanent facility should exist closed to vehicular traffic.



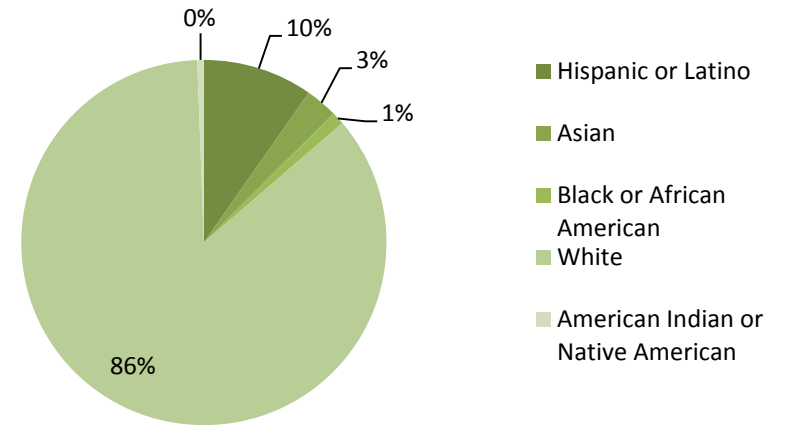
■ Number of survey responses to Question 17

18. Which of the following best describes you [racially or ethnically]? N=304

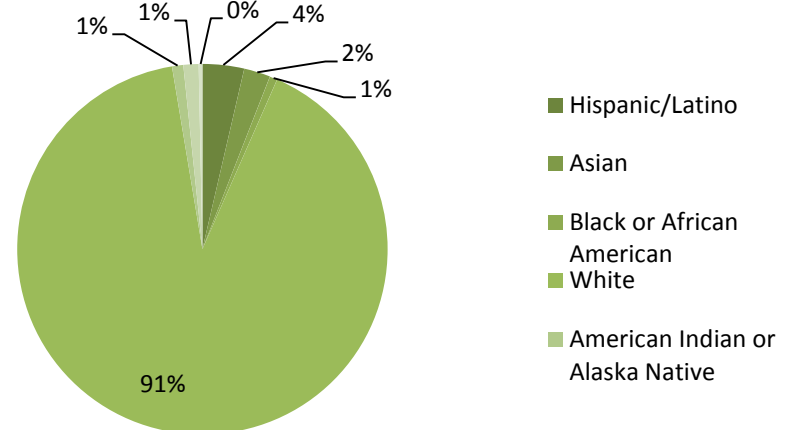
Eight options were provided for survey respondents to select in order to best describe themselves racially or ethnically. One option provided space to write in an answer, and another option was to decline to answer the question. The two graphs to the right illustrate the demographics of Fort Collins according to the 2010 United States Census,¹² and the demographics of surveyed respondents at Open Streets.

- 90.4% survey participants identified themselves as white.
- Just 3.6% of surveyed participants identified themselves as Hispanic or Latino.
- One participant chose to decline to answer the question, and one other self-identified as Pacific Islander. Two participants identified themselves as American Indian or Alaska Native, and four respondents selected an additional identifier not listed on the survey.
- <1% of participants self-identified black or African American.
- 2.3% of respondents identified themselves Asian.

Fort Collins Demographics, US Census



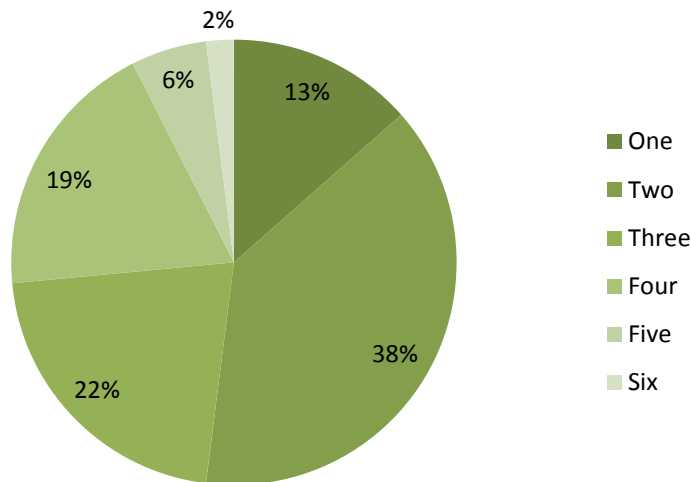
Open Streets Survey Responses



19. Indicate how many people are in your household. N=200

According to United States Census data, the mean household size in Fort Collins was 2.41 people in 2010. The mean response from Open Streets survey respondents was 2.70 people per household.

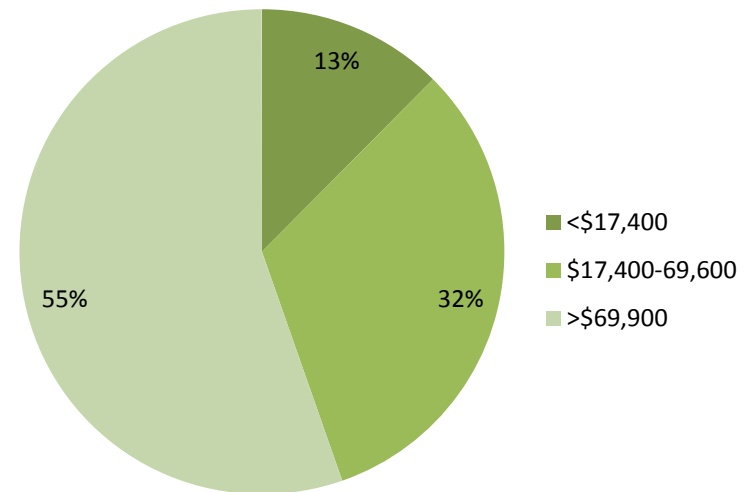
- 38.5% of respondents indicated that their household consisted of two people.
- 21.5% indicated that three people comprise their household.
- 26.5% of survey respondents indicated that their household consisted of four, five, or six people.
- 13.5% of surveyed participants indicated that they were the only person in their household.
- No surveyed participants responded with a household size larger than six people.



19a. Indicate your household income. N=233

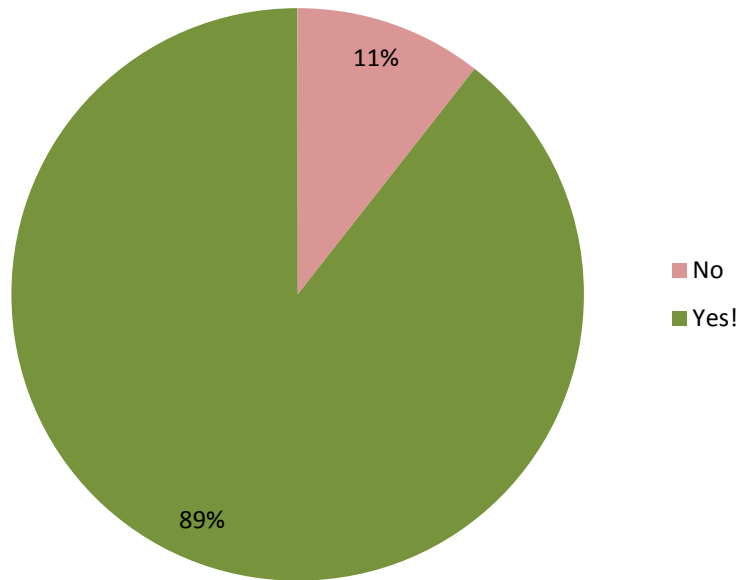
The median per capita income in Fort Collins according to the 2010 United States Census was \$53,359 between 2008 and 2012.¹²

- 55% of survey respondents indicated that their household income was greater than \$69,900 annually.
- 32.2% indicated that their household income was between \$17,400 and \$69,600.
- 12.4% indicated that their household income was less than \$17,400 annually.



20. Would you like Open Streets in your neighborhood? N=236

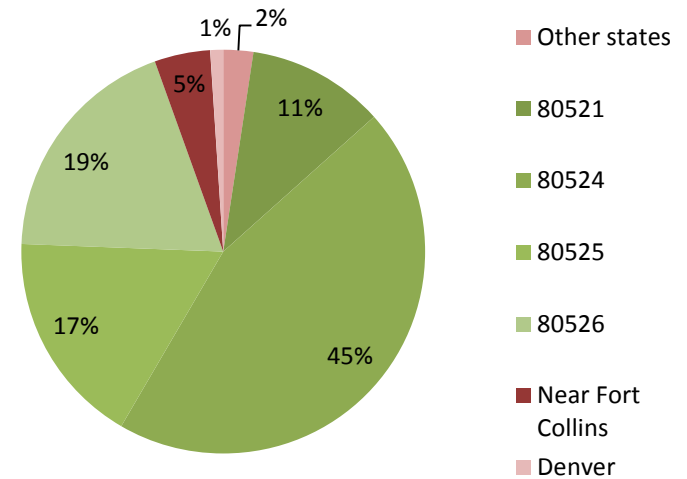
- 89.4% of surveyed respondents indicated that they would like an Open Streets event in their neighborhood.
- 10.5% of respondents indicated they would prefer not to have an Open Streets event in their neighborhood.



21. What is the zip code where you live? N=291

Survey respondents were provided with a space to write in the specific zip code where they reside.

- Texas, California, Iowa, and Florida were all represented by survey respondents, accounting for 2.3% of survey respondents.
- 5.4% of respondents were from zip codes near Fort Collins and Denver (e.g. Greeley, Loveland, La Porte, Bellvue).
- 45% of respondents indicated they reside in the zip code 80524, the area where Open Streets was held.
- Zip codes 80526, 80525, and 80521 represented 18.9%, 17.1%, and 10.9% of survey respondents, respectively.

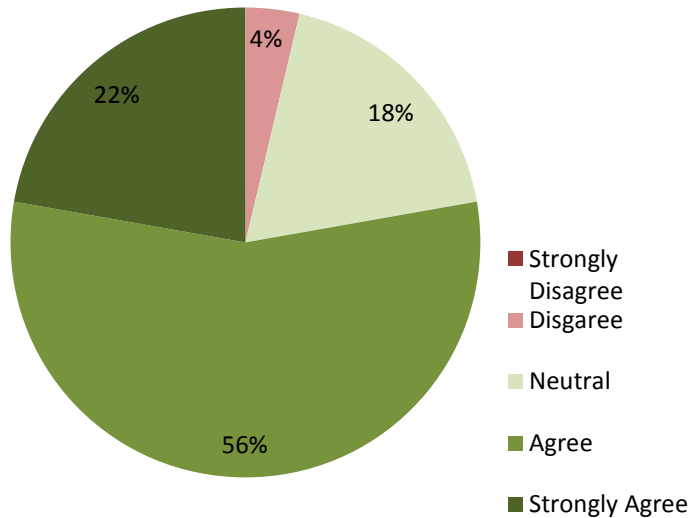


Partner Evaluation Survey

**The following six questions were accompanied by a 5-point Likert scale labeled from “Strongly Agree” to “Strongly Disagree.”*

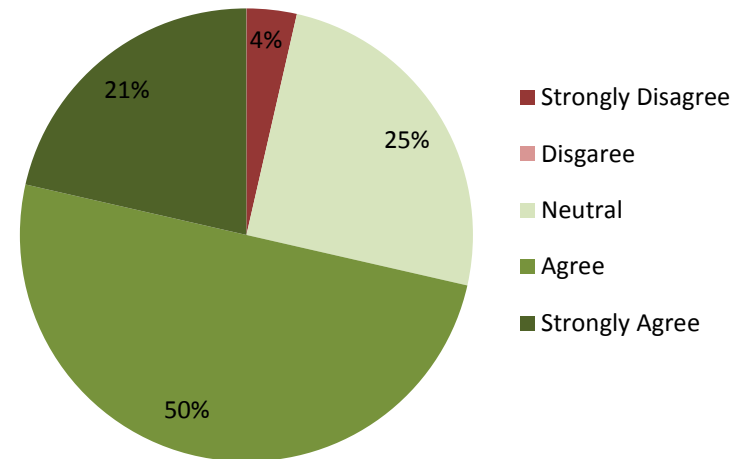
*1. The planning for Open Streets was good. N=28

- 55.6% of business partners indicated that they agreed that Open Streets planning was good.
- 22.2% of business partners strongly agreed with this statement.
- No business partners chose to strongly disagree with the statement, but one surveyed business partner, or 3.7% of total respondents chose to disagree.
- 18.5% of business partners remained neutral.



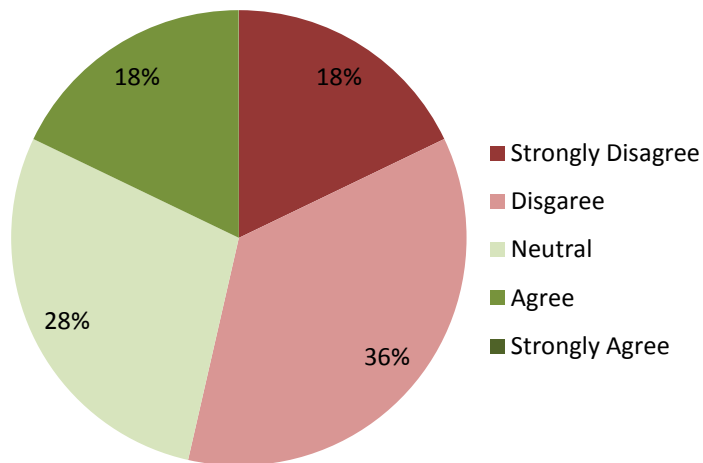
*2. I knew what type of activities to provide to meet Open Streets goals. N=28

- 50% agreed and 21% strongly agreed that they knew what types of activities to provide to meet the event goals, with 50% and 21.4% responding respectively.
- One respondent strongly disagreed.
- 25% of respondents remained neutral.



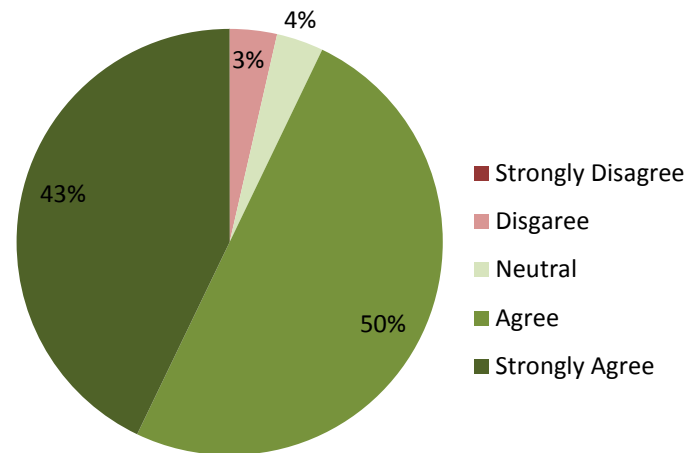
*** 3. There was a lot of foot traffic at my station. N=28**

- No surveyed business partners strongly agreed that there had been a lot of foot traffic at their station along the route.
- 17.6% agreed, while 28.5% remained neutral to this statement.
- Business partners disagreed or strongly disagreed (35.7% and 17.6%, respectively) that there had been a lot of foot traffic at their station along the route.



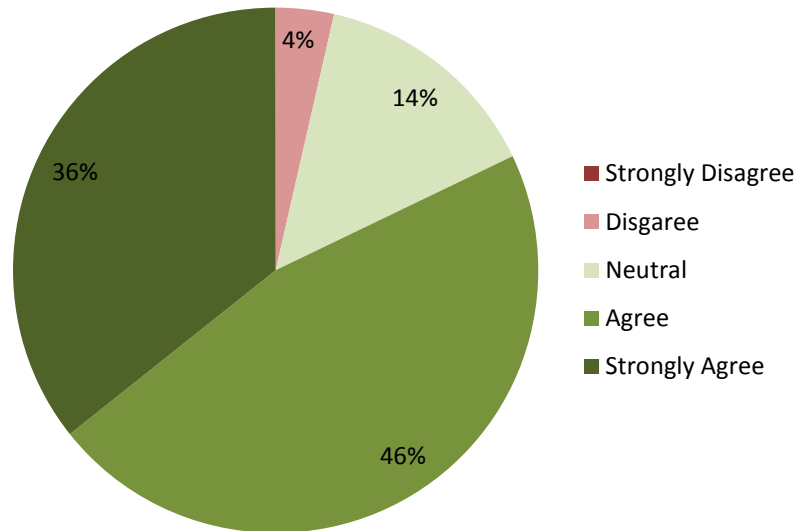
***4. I prepared in advance [for Open Streets]. N=28**

- Only one respondent disagreed that they had prepared in advance for the event. One respondent also remained neutral.
- 50% of surveyed business partners agreed that they prepared in advance, while another 42.9% strongly agreed that advance preparation had been a part of their planning for the event.



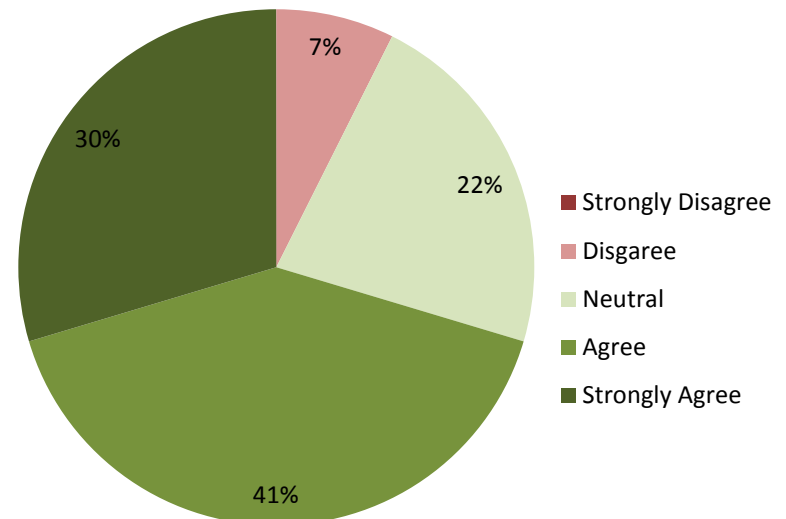
***5. I would participate again as a partner. N=28**

- 46.4% and 35.7% of surveyed business partners indicated that they agree or strongly agree, respectively, to future participation in Open Streets in the same capacity.
- One respondent disagreed with the idea of future participation as a business partner.
- 14.3% remained neutral to future participation.



***6. It was worthwhile to participate in Open Streets. N=28**

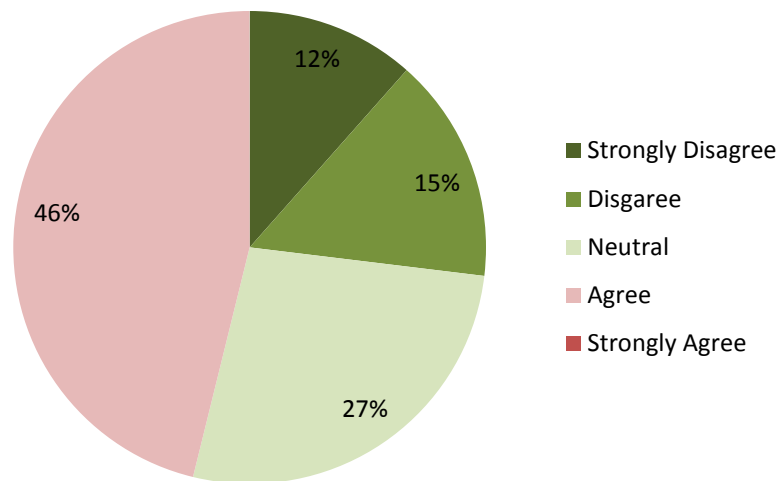
- 40.7% and 29.9% surveyed business partners agreed and strongly agreed that their participation in Open Streets was worthwhile, respectively.
- 7.4% of surveyed business partners disagreed.
- 22.2% of respondents remained neutral when asked if Open Streets participation was worthwhile.



***7. I recruited less interest in my organization than I expected.**

N=28

- No surveyed business partners strongly agreed that they had recruited less than expected interest at the event.
- 46.2% of respondents agreed to this statement.
- 15.4% disagreed that there was less interest in their organization than expected and 11.5% of respondents strongly disagreed.
- 26.9% of responding business partners remained neutral to this statement.

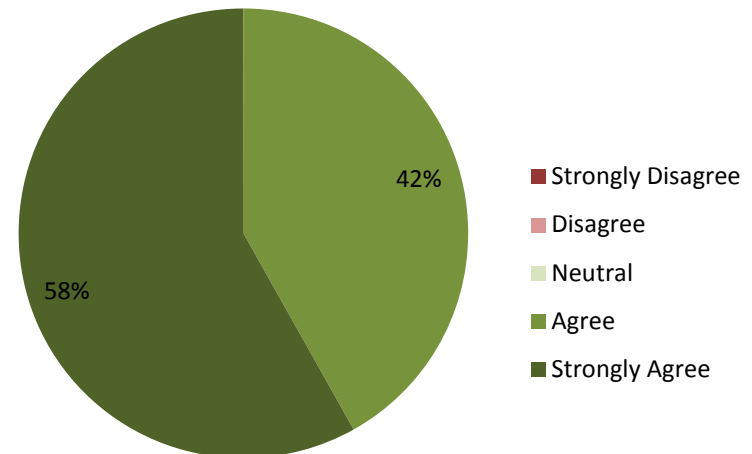


Volunteer Exit Survey

** The following questions were accompanied by a 5-point Likert scale labeled from "Strongly Agree" to "Strongly Disagree."*

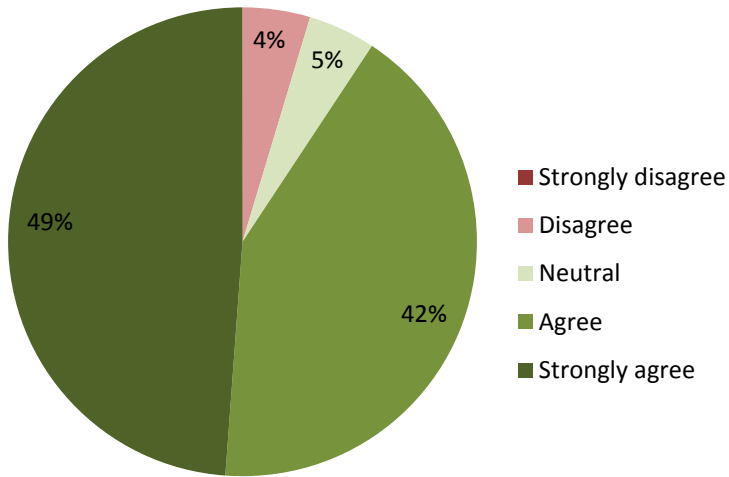
***1. I had fun helping out on Superhero Volunteer Team. N=43**

- 58.1% of responding volunteers strongly agreed to this statement.
- 41.8% agreed that they had enjoyed their experience at Open Streets.



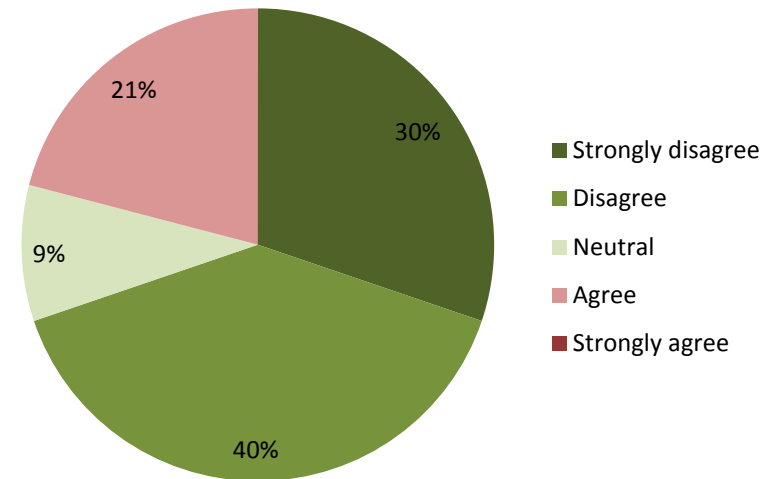
***2. I was provided with all the training material necessary for me to perform my duties like a Superhero. N=43**

- Two respondents disagreed, and another two respondents remained neutral when asked if they had been provided with enough training to succeed as a volunteer, or 4.7% of surveyed volunteers for each response category.
- 48.8% strongly agreed that enough training was provided.
- 41.9% of surveyed volunteers surveyed agreed that they had received a sufficient amount of training for Open Streets.



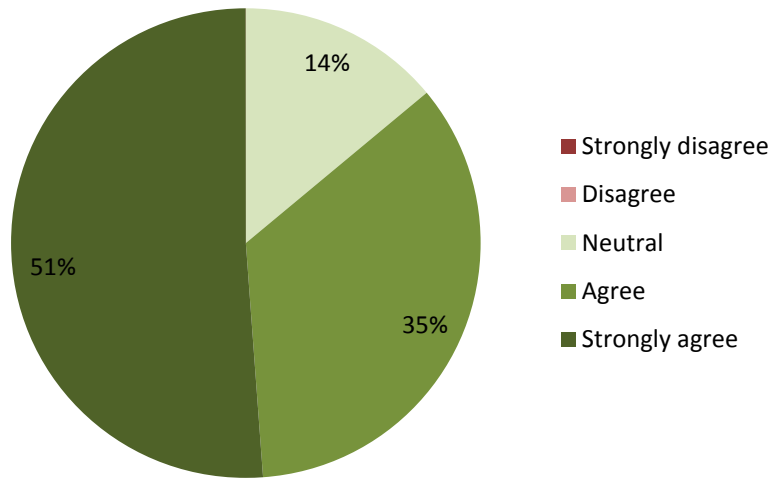
***3. I felt like I was missing some useful information. N=43**

- 30.2% and 39.5% of responding volunteers strongly disagreed or disagreed, respectively, when asked if they felt they were missing pertinent information related to their responsibilities as a volunteer.
- No surveyed volunteers indicated that they strongly agreed that pertinent information was missing.
- 20.9% of volunteers agreed there was missing information.
- 3.9% of surveyed volunteers remained neutral.



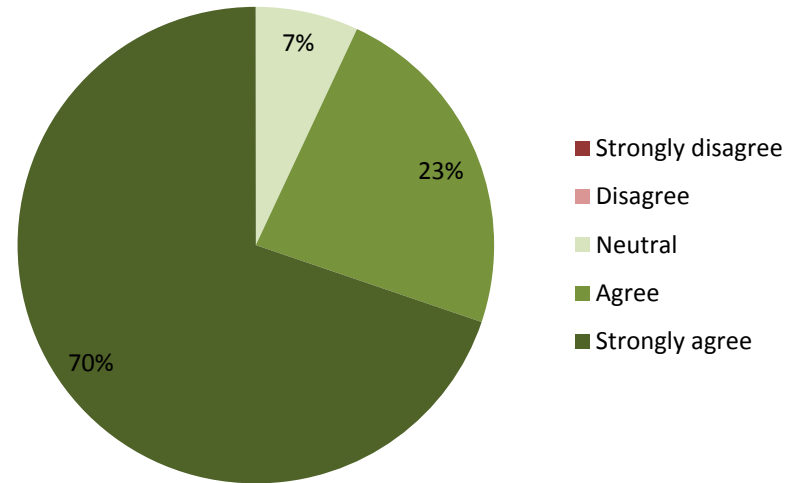
***4. The other Volunteers generally had a sense that we worked as a team. N=43**

- 51.2% strongly agreed that other volunteers felt they were part of a team.
- 34.9% of volunteers agreed to this statement.
- No respondents disagreed or strongly disagreed with this statement.
- 13.9% of respondents remained neutral that others felt they were part of a team dynamic.



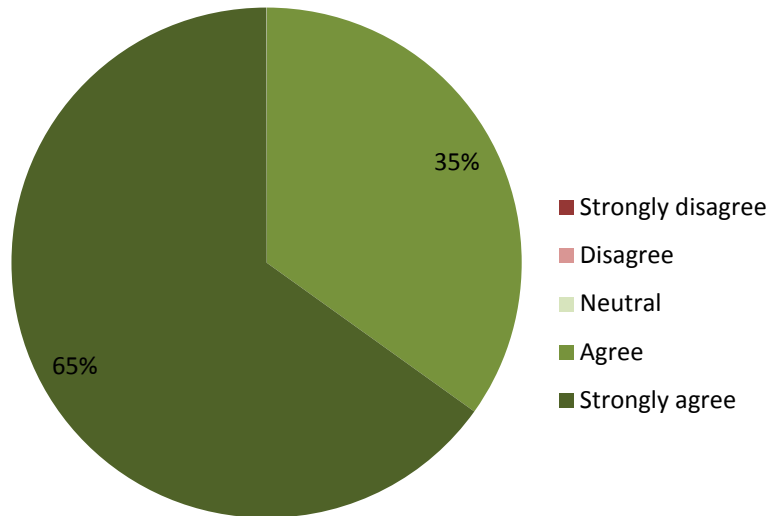
***5. I would volunteer for Open Streets again. N=43**

- No surveyed volunteers disagreed or strongly disagreed to volunteering for Open Streets again.
- Three surveyed volunteers, or 6.9%, remained neutral.
- 69.8% of surveyed volunteers strongly agreed that they would consider volunteering for Open Streets in the future.
- 23.3% of surveyed volunteers agreed that future participation as a volunteer would be considered.



***6. I felt as though the event ran smoothly and safely. N=43**

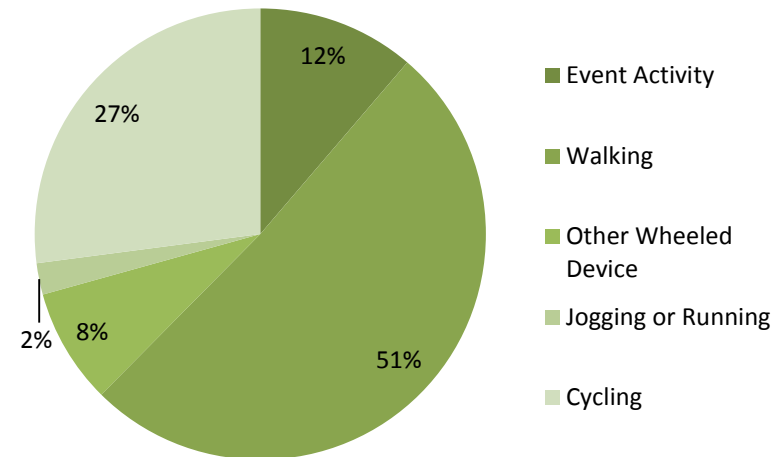
- All surveyed volunteers agreed or strongly agreed that Open Streets ran smoothly and safely.
- 65.1% strongly agreed with this statement.
- 34.9% agreed that the event ran smoothly and safely.



Interactive Poster Board Surveys

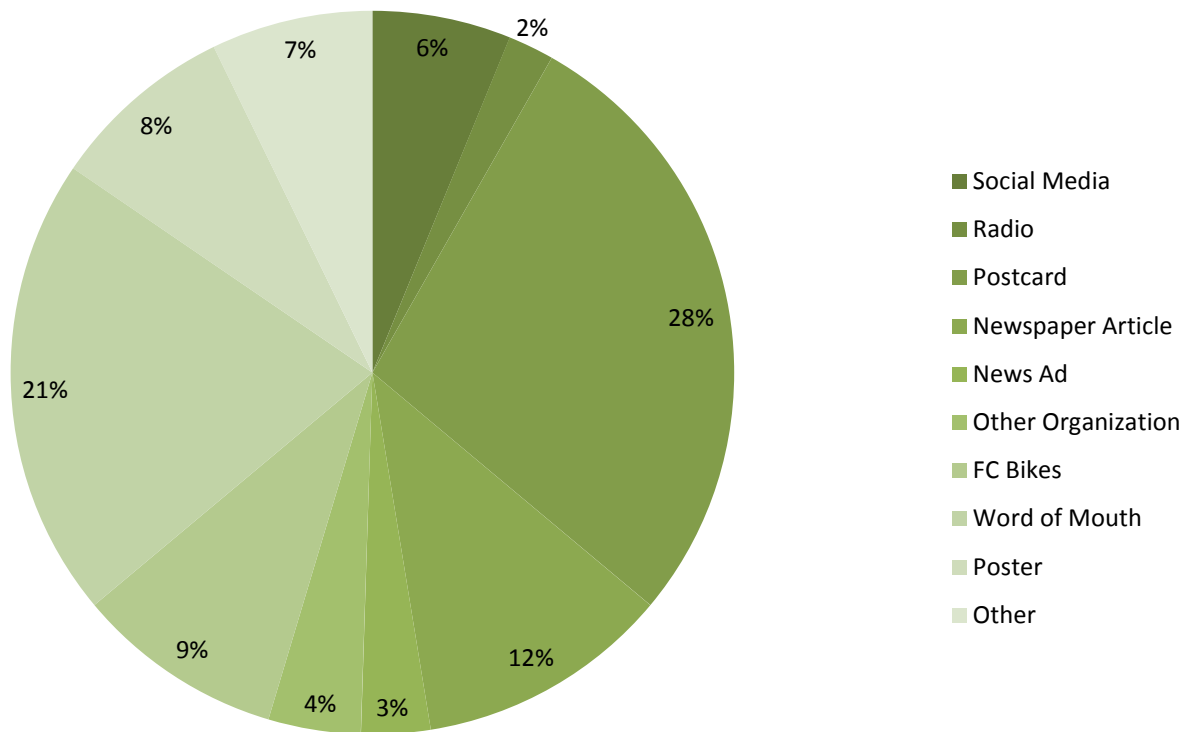
1. What are you doing today? N=133

- 51.1% of poster board survey respondents indicated that they were primarily walking during the event.
- 27.1% indicated that they were primarily cycling at the event.
- Another 8.3% of respondents were primarily using another wheeled device.
- 2.3% of participants were running or jogging at the event, while 11.3% participated in event activities.



2. How did you hear about Open Streets [poster board results]? N=97

- 27.8% of poster board survey participants responded that they heard about Open Streets by receiving a postcard in the mail, the most common response, indicating that they lived within a half-mile radius of the event.
- 20.6% heard about Open Streets from word-of-mouth.
- The least common responses were radio (2.1%), newspaper ad (3.1%), and from another organization (4.1%).
- The remaining participants indicated they heard about the event from a newspaper article (11.3%), though FC Bikes (9.3%), by seeing a poster (8.2%), another media form not mentioned (7.2%), and via social media (6.2%).



Evaluation of Planning Process

Open Streets events are becoming increasingly popular across the United States. However, car-free events have been implemented across the Americas for decades.¹⁰ Several planning processes have been developed but adapting the event planning process according to local context is a likely reality. Sunday Streets Missoula detailed a 14-step planning process in 2010⁹ that served as the foundation for Open Streets planning in Fort Collins. Although the planning for Sunday Streets Missoula was organized by private entities and Open Streets in Fort Collins was organized by public staff, this example highlights the ease of planning process adaptation to fit the context of another community.

The following 15 steps are the foundation for Fort Collins' July Open Streets event as adapted from Missoula's 2010 Sunday Streets event:⁹

1. Bring the idea of an Open Streets event to town
2. Begin to secure political and organizational support
3. Establish a budget
4. Plan the route
5. Set dates and schedule the event
6. Begin planning the event
7. Secure sponsorships, partnerships, and grant resources
8. Organize community outreach and engage the community
9. Develop collateral material
10. Coordinate traffic control
11. Develop communication strategies
12. Organize event activities
13. Finalize logistics of the event
14. Recruit and manage volunteers
15. Evaluate the event

Upon completion of the event in Fort Collins on July 20, 2014, quantitative data and qualitative information had been collected from a variety of partners and event stakeholders including event organizers, event volunteers, residents near the route, and event participants.

Bring the idea of an Open Streets event to town

The idea for a *ciclovia* or car-free event has been a part of programmatic recommendations documented in the City of Fort Collins' 2008 Bicycle Plan.³ Car-free events have the potential to attract many different community members, ranging in age, ability, interest in cycling, and general interest in a healthy and active lifestyle. Jennifer Dill of Portland State University adds further reason for such broad events by defining four segments of the population according to the interest in and comfort with bicycling. One such group, the "interested but concerned," constitutes a majority (nearly 60%) of United States citizens, and thus is expected to make up a similar proportion of the Fort Collins population.⁵ Interested but concerned individuals can develop active commuting, bicycling specific, or active lifestyle self-

efficacy through participation in events, such as *ciclovía*, that improve their perceived comfort while using public streets for activities other than driving.

A car-free event in Fort Collins began to gain traction as City staff attended an Open Streets planning workshop in Minneapolis, Minnesota in August 2013. Subsequently, several meetings were scheduled to begin laying the logistical groundwork for an Open Streets event in Fort Collins. Coordination from multiple City departments and outside organizations was imperative for the event to be successful, and to establish community investment.

Secure political and organizational support

Beginning in August 2013, City staff engaged multiple stakeholders to begin building support and initiate the planning process. The following stakeholders were involved, either during Planning Committee meetings or additional meetings: planners of the USA Pro Challenge, Colorado State University, University of Colorado Health, Colorado State Police Services, Fort Collins Downtown Business Association, Bike Fort Collins, the Coalition for Activity and Nutrition to Defeat Obesity (CanDo), and City of Fort Collins department representatives from ClimateWise, Parks, Traffic Operations, Streets, Neighborhood Services, and Police Services .

Early discussions focused on the potential impact an Open Streets event may have on surrounding neighborhoods, opportunities, and logistics. Working closely with City departments such as the Streets Department can ensure routes do not conflict with construction projects or other events. The Recreation Department, although not an active partner in 2014, will be valuable for future event coordination providing an opportunity to diversify resources and increase the reach of the event.

Securing support from local businesses located near or on proposed future routes has also been identified as important to the planning process. Future planning should involve input from local businesses early in the planning process. It is recommended to schedule meetings with business stakeholders to vet potential conflicts, opportunities, and solutions to improve and maintain community support, while strategizing innovative ways for the business community to participate in the initiative. Strategies to support local business are important to ensure a positive economic impact as a result of the event.

No businesses were located directly on the July 20 Open Streets route. However, the observational data suggests that those business partners that actively participated during the event experienced greater foot traffic than those that did not actively engage participants. To assist business partners in the future, Open Streets planning staff should communicate potential solutions and involvement ideas early in the planning process.

Establish a budget

Open Streets organizers identified a public and private mix of resources. These various funding sources provided multiple revenue streams and also helped diversify the funding pool. Maintaining a balanced

budget was important for City staff, yet resources existed to contract with third-party personnel for some aspects of event planning.

It is recommended that future events also seek to maintain a balanced budget approach, and also seek a mix of funding. While more stakeholders are potentially introduced which may increase the accountability, such accountability allows for comprehensive evaluation and thus reliable results. Such accountability also ensures that future Open Streets events will mature and maintain a cost-effective planning approach.

Plan the route

In 2009, the National Household Travel Survey results indicated that a majority of all trips in the United States are three miles or less.¹³ Furthermore, nearly two-thirds of those trips utilize motor vehicles. These survey results helped inform the proposed route distances for Open Streets in Fort Collins. The July 20 Open Streets route was two miles in length, providing event participants the opportunity to experience travel by bike or on foot for a distance that might typically be traversed by car.

Open Streets planning staff considered several potential event routes. The Oval at Colorado State University, areas in southern Fort Collins, and neighborhoods with larger than average proportions of low-income residents were all identified as potential event locations. Event planners also suggested locating the event on a route that highlights underutilized bicycling facilities, such as Stover Street or Dunbar Avenue, or in an area where bicycling infrastructure could be improved.

Fort Collins hosts multiple special events throughout the year. The initial Open Streets route was proposed as a novel route. In other words, the route was selected because few, if any, special events are organized in the neighborhood surrounding East/West Laurel and Whedbee Streets. Moreover, arterial routes may not provide enough shade during hotter summer months whereas residential routes typically have more narrow streets with larger trees that may alleviate direct exposure to the sun. The route was also selected based on its proximity to local businesses located near and around the intersection of South College Avenue and Laurel Street.

Based on the above considerations, the initial Open Streets route was proposed as Whedbee Street from Prospect Road to East Laurel Street, and Laurel Street west to Shields Street. However, due to an extensive waterline replacement project along South College Avenue, the route was modified from the proposed L-shaped route to the actual T-shaped route along Whedbee Street from Prospect Road to East Laurel Street, and East Laurel Street, from Lesser Street to Remington Street.

Participant Intercept Survey and Business Partner Survey results suggest that the Open Streets route worked well for most participants and business vendors.

The following should be considered when planning future events:

- Utilize an L-shaped or linear route, versus a T shaped route or a route where participant line-of-sight is restricted.

- Ensure detour options are available. For example, the grid system north of Prospect Road allows for greater detour options and reduces overall impact to residents and businesses.
- Existing or future opportunities for bicycling and pedestrian infrastructure into the route.
- Proximity to other major venues and attractions (e.g. the Oval at Colorado State University, Old Town, etc.)
- Engage residents at least 6 months in advance of the proposed event, which provides ample time for residents to make appropriate plans.

Set dates and schedule the event

Several variables were considered when selecting a date to host Open Streets in Fort Collins. Seasonal variability, including average precipitation and temperature, can impact the number of community members that choose to participate in the event. Thus, late spring, summer, and early autumn months were initially considered.

Community events were also considered when selecting the Open Streets date. For example, many events typically held during the same time frame may involve local businesses that may also be interested in participating in Open Streets, for example National Get Outdoors Day. Ideally, local businesses would like to participate in events throughout the season, rather than back-to-back on the same weekend. Impacts to faith-based services, Colorado State University student Commencement ceremonies and typical student relocation could also be impacted by detours associated with Open Streets.

Other events sponsored by City staff were also factored into the date selection process. Event planners regularly schedule several events throughout the summer season. Open Streets scheduling should allow for other City staff obligations to be successfully fulfilled.

The following should be considered when planning future events:

- Seasonal variability throughout the year.
- Large events that may be impacted by detours in place as a result of the route.
- Street maintenance project schedules throughout the area of proposed event routes.
- The impact of the event on local student populations, including major relocation dates.
- Involving community stakeholders in the date selecting process to mitigate potential conflicts, especially residents and businesses near or on proposed routes. External input may reveal important information not immediately apparent to City staff.
- Confirm the date of Open Streets at least 5 months in advance to ensure adequate time for community outreach.

Begin planning the event

In order to thoughtfully plan Open Streets, City staff contracted with a third-party marketing firm. The relationship with this third-party marketing firm was important to the success of Open Streets. The firm provided necessary support to City staff to ensure the event involved comprehensive planning and

execution. It is recommended that future events involve external assistance, when resources provide reasonable opportunity. Furthermore, consistent and recognizable marketing is highly encouraged to ensure community awareness of future events.

The third-party marketing consultant was responsible for the following activities:

- Event logo design and slogan.
- Collateral material design, including banners, posters, postcards, and outreach material
- Business vendor and volunteer engagement materials.
- Managing business partners, including the partner application, approval of day-of-event activities, vendor check-in at the event, and positioning of partners throughout the route.
- Participating actively in the development of volunteer materials, including tee-shirts, water bottles, and lanyards.
- Participating in residential and business outreach, including in-person field contact.

By involving marketing consultation at least five months prior to Open Streets, event planners ensured that a broad and thoughtful marketing mix was developed. The marketing firm also provided support while City staff continued various tasks generally not related to Open Streets.

Secure sponsorships, partnerships, and grant resources

Open Streets in Fort Collins was funded by a mix of private and public resources. A substantial award from Kaiser Permanente provided private funding for the event. Federal funding was provided in part through the Congestion Mitigation and Air Quality Improvement Program (CMAQ) award by the Federal Highway Administration. Local resources were provided in part from the Keep Fort Collins Great sales tax initiative, established by Fort Collins voters in 2010.⁴

Future event funding is recommended as a continued mix of private and public resources, although some awards may not be reliable long-term funding sources. Care should be taken by event planners to ensure adequate funding is available in order to implement Open Streets. Fortunately, future events may require fewer resources compared to the initial Open Streets event; many processes that have been established during planning for the initial event will not require duplication, such as developing some collateral materials.

Other similar events, such as Sunday Streets in Missoula, Montana, secured a greater proportion of funding from private sources. The future of Open Streets in Fort Collins may be to divest from public resources and adapt a similar model. Business vendors also served an important role at Open Streets. They provided free or low-cost activities for event participants that were health-oriented, in pursuit of event goals. Business vendors also act as potential communication channels for event marketing and outreach. Business partners were not charged a participation fee, and no active sales were allowed along the route. This model ensures that a variety of businesses are able to participate in the event, provided their sponsored activities work to meet event goals.

The following should be considered when planning future events:

- Business vendors should be recruited 2 to 3 months in advance of the event.
- Business partner applications should be reviewed upon receipt and vendors should be notified of the participation status immediately. Business vendor feedback suggests many vendors were unaware of their participation status for Open Streets and may have delayed planning activities.
- A diverse mix of public and private funding is recommended, ensuring resources are available as necessary. City staff should continually reevaluate available resources and seek additional revenue as necessary.
- Business vendors could support the event by disseminating marketing materials rather than paying a fee for participation.
- While not preferred for Open Streets in 2014, seeking large contributions and sponsorship from external/private sources may help fund various aspects of the event.

Organize community outreach and engage the community

The initial Fort Collins Open Streets route was almost entirely residential. The closest businesses were located at the intersection of South College Avenue and Laurel Street. Regardless of future locations, engaging the residences and establishments along and near the route is critical to the success of the event.

Messaging strategies developed by Open Streets marketing consultants were primarily intended to be disseminated to and engage the Fort Collins community as a whole. In order to gain support from residents along the route and businesses near it, a more personal method was employed. An open house event was scheduled nearly three months in advance and residents living along the route were invited to attend. Relatively few residents participated in the open house event.

In order to secure the event permit, event planners were required to contact and receive approval from some residents living along the proposed route. Mailed information and on-foot canvassing of nearby residences and businesses was an effective method of outreach.

The following should be considered for future event planning:

- Continue in-person canvassing of residences and businesses located near or on the event route.
- Provide information to residents and businesses tailored to each constituency.
- Prohibit active sales along the route and promote local establishments.
- Host open house events for residents and the business community at least 4 months in advance to provide community members ample time to make informed alternative plans if necessary.
- Be prepared to offer suggestions how business vendors can best attract participation during the event.
- Develop innovative solutions to potential resident concerns, such as offering bicycle taxi services only to residents to increase their mobility.
- Encourage residents to be involved in the event.

Develop collateral material

Open Streets marketing consultants developed several types of collateral material that were distributed throughout the community. After initial event logos and slogans had been adopted, materials were visually similar with respect to font, colors, placement of graphics, and language tone. The following materials were developed and distributed or used during the event:

- Event logo, graphics, and slogan.
- One volunteer check-in banner.
- Three Information tent banners.
- One banner hung at the intersection of South College Avenue and Laurel Street.
- 5,364 postcards to residents.
- One banner to highlight businesses near the route.
- 500 posters.
- 500 volunteer water bottles.
- 350 volunteer and 50 staff tee-shirts.
- 300 volunteer and staff lanyards with emergency contact insert.
- Map of the route, including three for A-frames along the route and pocket versions for volunteers.
- A-frames with way finding signage to parking and event.
- Social media materials for business vendors.

Event planners may expect collateral material requirements to increase as Open Streets continues to grow. Collateral materials should also evolve as the event grows to prevent message and method stagnation and maintain public interest in the event.

Coordinate traffic control

Three elements were included in the traffic control plan for Open Streets:

- Physical barricades.
- Police involvement at active intersections.
- Removing parked vehicles along the route prior to the event.

Physical barricades were to be located at each intersection essentially enclosing the route. Physical barricades were necessary to ensure the safety of event participants and to re-route motor vehicles around the event route. In the future, barricades at active intersections should be low to discourage vehicles from turning onto the event route but also ensure that participants' line of sight is unobstructed along the route.

Police officers were stationed at three intersections along the route that remained open to motor vehicle traffic. Police officers, however, gave preference to Open Streets participants in order to maintain pedestrian traffic flow with little disruption from motor vehicle traffic. Police presence was also important to ensure safety of event participants and helped establish credibility to the event.

Furthermore, the potential for undesirable social behavior is greatly reduced with the presence of police personnel.

Police involvement is highly recommended for future events, but select active intersections along the route may not need enforcement. Anecdotally, police officers at the 2014 Open Streets event noted that one intersection controlled with stop signs was generally respected. Event planners should consider event location and traffic volume, however, before discontinuing traffic enforcement along the route.

Finally, parked vehicles that remained on the route later than 7:00AM were relocated to a designated area close to the route but that was not expected to interfere with local residents. The route closure was in effect from 5:00AM to 4:00PM on July 20. A private towing company was hired to relocate parked vehicles at the expense of the City of Fort Collins. It is recommended that future events also remove parked vehicles from the route prior to the event, and if resources allow, at the expense of event planners.

Develop communication strategies

A third-party marketing firm managed Open Streets communication strategies. The marketing consultant developed social media strategies and drafted press releases along with volunteer and business partner applications in addition to the extensive variety of event collateral material. Marketing staff also used established working relationships to secure participation of two local radio stations at the event and also to air a series of radio advertisements. In-kind donations were a benefit of established working relationships, and future events would benefit from maintaining such relationships.

Some initial ideas were not developed in time for the event. For example, materials were to be translated into Spanish in order to reach Spanish speaking residents of Fort Collins. Cross marketing was also suggested, should the event occur close to other major events. For example, if the event is scheduled near another established event, such as National Get Outdoors Day, the Sustainable Living Fair, or FortoberFest, event planners are encouraged to distribute marketing materials at such events. Event planners can also disseminate materials at events that may attract a similar target audience.

Evidence collected from the Participant Intercept Survey indicates that some of the communication channels worked more effectively than others. For example, when asked to specify media channels that increased awareness about the event, nearly a quarter of surveyed participants indicated postcards sent to residences within a quarter mile of the route had reached them. Other channels, such as radio ads or radio interviews, did not generate a significant amount of event participants. It is recommended that future survey results be a guiding factor when developing messaging strategies. Event planners should consider the return on investment of radio and newspaper ads and articles. Furthermore, word-of-mouth was also a very common response, suggesting that innovative communication strategies are encouraged which emphasizes verbal dissemination.

The following should be considered for future planning:

- Translate materials to Spanish.

- Cross market Open Streets with other similar events.
- Utilize evaluation results to optimize marketing and communication channels for the most cost-effective reach.
- Maintain working relationships with marketing and outreach channels, such as radio and television stations and print media.

Organize event activities

Marketing consultants were generally responsible for planning business partners' day-of-event activities. An application process ensured that business partners were aware of event goals and could plan activities that would include physical activity, active transportation, or were generally health-oriented. The following businesses confirmed attendance at Open Streets:

- | | |
|--|--|
| • 99.9 FM The Point | • Inspired2C |
| • America's Variety Food Cart | • Joan Eurich |
| • Bike Fort Collins | • Juice Plus |
| • Bike Library | • Kneaded at Home |
| • Burt's Logo | • Lee's Cyclery |
| • Calvary Chapel | • Mindstream Yoga |
| • City of Collins Healthy Homes Program | • Performance Physical Therapy |
| • City of Fort Collins | • Pinot's Palette |
| • City of Fort Collins Safe Routes to School | • Poudre River Public Library District |
| • City of Fort Collins Utilities | • Pure Barre |
| • Colorado Moves to End Cancer | • RE/MAX Alliance |
| • Crankenstein | • Recycled Cycles |
| • CSU Surplus Property | • Rising Artist Mentor Program |
| • Edge Optics | • Ronny Bush State Farm Insurance |
| • Élan Yoga and Fitness | • Safe Kids of Larimer County |
| • Families and Bikes | • Templo Gethsemani |
| • Family Balance Yoga | • The Drake Parlor Face Painting |
| • FC Bikes | • The Inside Out Gym |
| • FoCo Cafe | • Thrive! |
| • Fort Collins Cat Rescue | • Tommy Peters |
| • Fort Collins Coloradoan | • Town and Country Foods |
| • Fort Collins Marimba | • Tri 102.5 FM |
| • Girls Scouts of America | • United Way 211 |
| • Golden Poppy Apothecary | |

Open Streets was not intended to mimic established festivals or carnivals and evaluation results indicate this message was lost to some business partners. For example some businesses planned to offer short classes to Open Streets participants. However, when few, if any, participants were engaged in these

activities, very few other participants decided to also engage themselves. As a result, other participants did not try these classes, and the business saw little foot traffic.

Future business vendors are highly encouraged to actively solicit participants to engage in activities. If participants are not interested in being involved, business partners are encouraged to engage one another or event volunteers. For example, rather than sitting behind a table, a local yoga business should teach each other and actively recruit event participants. Furthermore, business partners should encourage their existing client base to support them at the event through advertising and word-of-mouth dissemination of event information.

The following should be considered for future event planning:

- Event activities should continue to be health-oriented.
- Established local businesses should be encouraged to participate in the event by utilizing space immediately in front of their business location, if the route occurs along an established commercial corridor.
- Off-site business partners should be located in more residential portions of the event route. Doing so will allow established businesses to benefit from the event, while “visiting” businesses benefit from increased exposure to event participants in an area of the route where they aren’t competing for attention with established businesses.
- Event planners should be ready to offer suggestions for innovative, health-oriented activities. For example, Frisbee golf, basketball games, or recreational tennis matches could be sponsored by business vendors and be modified to fit within the Open Streets route.
- Consider using activity committees that would be responsible for recruiting and communicating with potential business vendors within a specialized area, for example bicycle related organizations or local health-conscious food providers.

Finalize logistics of the event

Weekly meetings were essential among event planners and allowed for continuous communication as event materials were developed and as important details emerged. The Friday prior to the Open Streets, event planners conducted a final walkthrough of the event route and headquarters space to visualize business vendor placement, develop a sense of spatial awareness, and flesh out final details.

Other key logistical components included reserving bicycle parking racks from the City’s Parks department for use during the event, reserving a truck from the City’s Fleet Services department to move essential equipment to the event headquarters, and securing a Bicycle Emergency Response Team (BERT) to be present at the event. A final traffic control meeting also occurred the week prior to the event.

Recruit and manage volunteers

Volunteer engagement was another essential component to the event. Event planners developed volunteer duty descriptions and estimated the number of volunteers anticipated to carry out these

activities. Volunteer duty descriptions are available in Appendix F of the Open Streets Evaluation Supplemental Materials Manual (E-SuMM).

It became apparent to event planners that the estimated number of volunteers initially proposed for the event was too high, and some volunteer duties were consolidated or eliminated to accommodate the reduced volunteer capacity. However, event planners anecdotally noted that the actual number of volunteers was adequate to carry out volunteer activities and that some positions may be further consolidated or eliminated for future events. For example, survey distribution volunteers were given more surveys to hand out to accommodate fewer volunteers, and Zero Waste Superhero volunteer positions were eliminated entirely.

Volunteer recruitment and management was the primary task for the Open Streets Volunteer Coordinator. The Volunteer Coordinator had previous experience managing volunteer requirements for other large events. Additionally, the Volunteer Coordinator utilized volunteer recruitment materials available online from the Open Streets Project that were helpful in organizing volunteers for Open Streets in Fort Collins.¹¹

Volunteers were recruited from the following sources:

- United Way V-Unit website, established free of charge.
- Existing databases of FC Bikes volunteers and via.
- Email distributions list, for example FC Bikes Momentum newsletter.
- Call for volunteers distributed to the Fort Collins Coloradoan.

Volunteers were required to attend one of two hour-long training sessions prior to the event. All volunteers gathered for an introductory presentation. Next, volunteer groups, evaluation volunteers and all others, were given an overview of similar volunteer activities, with the Evaluation Coordinator and Volunteer Coordinator, respectively. All volunteers were emailed the presentation and volunteer duty protocols, along with other pertinent information that may be relevant to their task. For example, observation volunteers also received a copy of observation forms via email.

The following should be considered in planning for future events:

- Day-of trainings for most volunteer duties may be adequate. Some positions, for example Block Captains and evaluation volunteers, may require additional training before the event.
- The volunteer check-in process should be organized in two or more queues. Additionally, volunteers' first or last names should be required when registering online, to facilitate an orderly check-in process.
- Additional training may be necessary for some volunteers, thus event planners should plan to have additional training resources available.
- Volunteer waivers should be available online to streamline the check-in process, but physical waivers should also be available for those that do not complete an online waiver. Volunteer waivers may continue to be required by the event planner's risk management policies.
- Event planners should have a contingency plan ready for volunteers that arrive unexpectedly.

- Rewards for volunteers should be considered, including rewards for completing multiple shifts or referring volunteers.
- Mobile Superhero volunteers should have a trailer for their bike in order to haul items throughout the route for other volunteers, event planners, and participants.
- All volunteers should be required to wear a helmet when using a bicycle to serve as role models for event participants. Extra helmets should be available by event planners.
- Surveyor volunteers should have a visible symbol, similar to “I voted” stickers for participants that complete an Intercept Survey. This may reduce participant frustration by being approached multiple times to complete an intercept survey.

Evaluate the event

Event evaluation was comprehensive and examined the following aspects of the event:

- Planning process.
- Qualitative observation.
- Quantitative observation to estimate participants.
- Survey responses from event participants, business vendors, volunteers, residents living along the route, and business owners/managers located nearby.

Observational counting and qualitative observational methodology were adapted from Dr. J. Aaron Hipp’s Open Streets participant estimation methodology.⁷ This method required only eight volunteers to execute appropriately and should be executed with fidelity for future events. Adapted intercept survey methodology should also be executed with fidelity in order to collect data comparable across events.

The following should be considered when evaluating future events:

- Volunteer Exit Surveys should be distributed to all volunteers.
- Resident Survey and Business Economic Impact Survey methodology should be reviewed and modified to garner enough responses for significant interpretation. These measures have been identified as important to event planners, but a more rigorous and informed methodology may prevent low or no response rates.
- Data should be maintained and perhaps additional inferences can be made from existing data in the future.
- A list of all participating business vendors should accompany Business Partner Surveys. This will ensure that more business vendors are surveyed, resulting in more reliable survey results.
- If additional measures are proposed, event planners should ensure that evaluation methods have been thoroughly researched so that quality measures are developed.

Discussion

Observational Strategies

Two observational strategies were employed, one to estimate the number of event participants, and the second to collect qualitative data from observation volunteers. Both measures were conducted by an eight-person observational team that was trained by the Evaluation Coordinator.

After collecting the observation counting data and entering into Dr. Hipp's Excel Participant Count Spreadsheet, it was estimated that 1,958 participants were at the event over the course of five hours. However, several assumptions are made with the observational counting methodology. The method accounts for the distance between counting stations as well as an assumed travel speed for walkers, cyclists, and skating travel modes. The cycling speed was assumed to be two miles per hour (mph). This assumes that cyclists will travel the lesser of 6 mph or double the distance of the route. The cyclists speed assumes that cyclists also stopped periodically to engage with other participants or in event activities, and therefore represents an average speed for a given period of time. Also, adults with children are more likely to travel at a must slower than average rate. Walking and skating speeds also follow similar assumptions, with walkers moving at 2 mph and skaters moving at 1.5 mph, or the lesser of 3 mph or twice the distance of the route for walkers, and the lesser of 1.5 mph or twice the distance of the route for skaters.

The event route was approximately 1.5 miles in length, but observational data and anecdotal reports support the claim that most participants did not complete the entire "T" shape of the route. In fact, Whedbee remained the highest used portion of the route, and few people were observed east of Stover Street on Laurel Street, or south of Lake Street on Whedbee Street. Therefore, it can be reasonably assumed that twice the distance of the route is 2 miles in length.

Finally, the participation estimation also includes the assumption that there were a similar number of event participants during the hour prior to the first count and during the hour following the final count. Event participation drastically increased from 10:30am to 11:00am, and the first of three counting periods did not occur until 11:45am. General Observation (GO) forms also indicated that event participation was higher during the 12:00pm hour, and participants counts remained relatively similar from the second to the third counting time period, thus reasonably suggesting that event participation remained relatively similar to the final hour. Even as the event came to a close, participants continued to use the route.

GO data also provided additional suggestions that should be considered in the planning of future events. One such comment indicated that business participant tents should be spaced closer together. Event planners will plan alternative station placements to create activity nodes or hubs that include similar activities spaced close together, but as a group, separated from other nodes along the route to encourage active transition to different activity hubs. These comments also suggest that communication strategies shift to inform business partners and public participants that activity spacing is purposeful to meet event goals of encouraging active forms of transportation. Other staff members were presently aware that spacing of business participants tents was perhaps too great, but all agreed that the concept

of hub spacing was integral to the events essence. Additional comments from GO forms can be found in Appendix B of the Open Streets Evaluation Supplemental Materials Manual (E-SuMM).

Participant Intercept Survey

Initially, a goal of 350 completed Participant Intercept Surveys was established to ensure a conservative margin of error of +/- 0.0475, or +/-4.75% should 3,000 community members participate in Open Streets. In reality, estimated event participation was 1,958 and 313 surveys were collected for a margin of error of +/- 0.05, or +/-5%. Thus, the results from the Participant Intercept Survey provide reliable statistical information for event planners and stakeholders. A similar methodology is highly recommended for future Open Streets so future events data is comparable to baseline data established by Fort Collin's first Open Streets event.

Many recommendations have been formulated based on the data collected from the intercept survey.

When asked how they heard about the event, about half of the participants indicated they heard about Open Streets from one of the several marketing strategies that had been developed by the Open Streets marketing consultants. However, nearly a quarter of participants heard of the event word-of-mouth, suggesting that resources could be diverted from under-effective strategies and invested elsewhere. For example, only 2% of participants heard about the event from a radio advertisement or radio interview segment. Significant resources had been invested into radio advertisements and interviews, yielding small impact, especially compared to mailings that were distributed to nearly 5,000 people living near the route. Participants also indicated that they heard about the event through other media sources, such as the monthly Momentum newsletter, Facebook and other social media outlets, and City of Fort Collins' Utilities department residential utility bill enclosures. It is recommended that future marketing strategies invest resources into media channels known to attract participants based on evaluation results.

The American College of Sports Medicine (ACSM) recommends that individuals engage in at least 150 minutes of moderate physical activity on a weekly basis.⁶ Survey results indicate that nearly 20% of participants engaged in at least 150 minutes of physical activity solely at Open Streets. About another 14% of participants engaged in about half the recommended weekly amount of physical activity. Should the event be scheduled during a month with a more mild average temperature, more people might potentially engage in even longer bouts of physical activity. Furthermore, the event could provide an ongoing venue for Fort Collins residents to engage in weekly recommended amounts of physical activity if scheduled on a more regular basis. While engaging in a weeks-worth of physical activity in a single day is not recommended, Open Streets events could help combat one of the most oft-cited reasons for neglecting physical activity, a perceived lack of time.

Participant Intercept Survey results also indicate the event was overwhelming perceived as safe, welcoming, family-friendly, and a strengthening community asset. These Intercept Survey questions relate directly to several of the events explicit goals, such as promoting and increasing social health, and engaging all resident from various backgrounds to build a sense of community.

More than half of participants also felt that the event emphasized multiple uses for public streets, relating to another one of the event goals. Survey results imply that the single goal with the greatest potential for improvement is that of increasing awareness of new active transportation options. A majority of participants felt neutral or disagreed when asked if they learned about new transportation options; however, this may suggest that some participants already feel comfortable with the City's active transportation facilities. Open Streets can serve as a venue to promote innovative demonstration projects, and while temporary, can be explored by participants in a safe environment that can facilitate self-efficacy for successfully navigating active transportation facilities.

Resident Survey

Resident surveys were distributed the Tuesday following Open Streets. Event planners noted the importance of providing a stage for resident's to offer their opinions, but the Resident Survey methodology was developed hastily. The Resident Survey was developed using Survey Gizmo and a web address was printed on survey invitations that were delivered to residences located along the Open Streets route.

Potential confounding issues arose as the online survey invitation as distributed. Only 113 residences of more than 200 were invited to participate in the survey; a large proportion of non-surveyed residences were located in two secure apartment buildings. In addition, several residences were not surveyed due to closed gates or uninviting messages prominently displayed in windows or doors. Personal contact was made with only two residents who were outside their homes when invitations were distributed.

Two weeks following the distribution of the survey, completed survey responses totaled 11. Thus, the response rate for the Resident Survey was just 9.7% and a margin of error for a 95% confidence interval not expected to exceed +/- 0.30. In other words, the survey results are expected to fall within +/- 30% of the observed results, upon repeated sampling. *The findings of the Resident Survey should be interpreted with extreme caution.* It is clear that the confidence intervals for each of the eight Likert scale questions in the Resident Survey are rather wide with plausible values ranging generally over multiple ranking levels of the scale.

Notably, three of the 11 total responses indicated that they had not participated in the event in one way or another. Those three respondents also had the most negative view of the event, found it the most inconvenient, and also did not agree the personal sacrifice of limited access for the event was worth the community building the event potentially offered. Two of these respondents also felt the strongest that advance information had not been provided. In the future, residents should be engaged earlier through outreach activities and provide solutions that can alleviate some of these concerns. For example, contracting with pedicab services to provide on-call taxi service only to residents on the route could help residents regain some mobility while ensuring the event remains oriented towards its goals. The results of the Resident Survey appear below, rather than in the Results section of this document. While the survey results yield important information, they may not represent a large enough sample size to base true inferences.

**Interpret the following results with caution.*

The following questions were to be answered along a 5-point Likert scale. 1=strongly disagree, 5=strongly agree.

*Resident Survey question	Mean response	95% confidence interval
6. I was notified in advance about Open Streets. N=11	4.18	(3.1, 5.3)
7. Closing the street was inconvenient. N=11	2.63	(1.4, 3.8)
8. I had enough information to make adequate plans in advance. N=11	4.27	(3.4, 5.1)
9. I want Open Streets in my neighborhood again. N=11	3.36	(2.2, 4.5)
10. Event participants respected my property. N=11	4.18	(3.5, 4.9)
11. The event was clean. N=11	4.27	(3.7, 4.9)
12. The noise level of the event was louder than a typical Sunday. N=11	2.63	(1.7, 3.6)
13. The personal inconvenience of the event was worth the community building. N=11	3.27	(2.1, 4.4)

Business Partner Survey

Most surveyed business partners or vendors reinforced the idea that the planning process for Open Streets was good, that they would participate again as vendors, and that they knew what types of activities they should provide to meet Open Streets goals. Most business partners, however, also noted that they received less foot traffic and interest in their organization than anticipated. Observational data suggests that the far eastern, western, and southern portions of the Open Streets route were underutilized. As a result, business partners located in these portions of the route may have also perceived a lack of foot traffic. In addition to developing an updated concept to business partner placement along the route, business partners should also be encouraged to engage with participants rather than remain behind tables or tents.

Photos from other Open Streets events clearly show many people engaged in activities like yoga and Zumba. During Fort Collins’ Open Streets, however, few people actually engaged in such activities. For future planning, marketing consultants should be prepared to encourage business partners to actively engage participants and demonstrate their sponsored activity in order to attract potential participants.

Open Streets goals clearly focus on physical and social health, yet many business partners were simply disseminating educational or general information about their organization. Instead, businesses partners should plan and be the first participants of their sponsored activities which may entice other people to engage as well. Some activities, such as yoga, may require additional preparation from the participant. For example, proper clothing and equipment may be considered essential and general participants may not be prepared to participate. Business partners are encouraged to inform their existing clientele about and invite them to Open Streets to participate. The more people that are involved in a given activity may

increase its perceived popularity, which in turn may lead other participants to try the activity based on its perceived popularity.

Refinement of the Business Partner Evaluation Survey methodology will result in greater response rates, and thus more reliable data. It should be noted that participation rate in the Business Partner Evaluation Survey resulted in a margin of error of less than +/-0.1 or less than +/-10% and may still present reliable information to event planners and stakeholders. As the event grows, more volunteers may be necessary to survey all of the business partners. Securing a list of all business partners and locations will facilitate the best possible response rate by ensuring all business partners are contacted for survey participation by volunteers.

The presence of business partners that provide health-oriented activities is essential to the future of Open Streets events. Future planning should consider the potential impact that visiting business partners may have on existing brick-and-mortar establishments located near Open Streets routes. Physically established businesses are also encouraged to participate in the event by offering goal-oriented activities and actively engage participants. As noted during the July 20 event, business partners experienced greater participation when they were actively recruiting participation rather than remaining idle. This observation can be applied to physical establishments, as well as temporary or visiting business participants.

Business Economic Impact Survey

Participation rates for the Economic Impact Survey were disappointingly low (i.e. non-existent). Initially, a physical survey, accompanied with an option to complete the same survey online instead, was distributed to 22 businesses located near the Open Streets route at the intersection of South College Avenue and Laurel Street. However, the completed survey response rate two weeks following initial distribution remained at 0.0%, n=0. As a result, an alternative approach was employed to distribute a second, minimally adapted survey. The participation rate for the second method was dismally low as well, at 0.0%, n=0 two weeks following distribution.

The initial method was to approach managers and/or owners of establishments in the identified region and hand them a physical survey with introduction, instructions, and an online invitation attached. The Evaluation Coordinator identified himself, explained the purpose of the survey, and asked for participation. One common response was that daily sales figures were proprietary information and that owners (versus managers) would be responsible for completing the survey. Additionally, several managers verbally indicated that the online version would be easier to accommodate. Another potential confounding issue was that the Evaluation Coordinator identified his relationship with the City of Fort Collins, which may have established a bias to business personnel thereby leading them initially to assume the visit would be stressful, (e.g. health code inspection). The initial pre-event survey also asked for the business name and address, which may have also decreased participation rates by eliminating anonymity that may have been desirable.

Following the initial attempt, survey methodology was updated to control for some potential confounding issues. The second approach was to call establishments, all of which had already been

asked to participate in the initial pre-event survey, and ask for a manager's email address. Sixteen of the 22 businesses agreed to supply an email address. A new online survey was developed that essentially combined the initial pre- and post-event Economic Impact Surveys. A digital flier was included in the email sent to business owners/managers. Again, response rate was 0.0, n=0 two weeks following distribution.

Future attempts to collect business information may take into account the need for increased anonymity, such as omitting identifiable information. Additionally, requesting net daily sales change may be a better alternative to collecting actual net sales figures. The percent change would be the most important piece of information to compare multiple establishments, and therefore may be a superior metric than individual sales figures. Another solution may be to ask in-person and on-arrival for the manager or owner to complete the survey. However, several managers stated they could not complete the sales figures portion and would likely forward the survey to the business owner. This may increase the potential chance for loss, miscommunication, or forgotten intentions. Investigation into other methodology is also advisable.

While the Business Economic Impact Survey was not successful, one question in the Participant Intercept Survey indicated that about 38% of participants planned to spend \$10.00 to \$25.00, or greater than \$25.00. Therefore, it can be estimated that the minimum economic impact the event could potentially have generated is at least \$10,500.00 and a conservative maximum of \$19,000.00 of additional discretionary spending.

Conclusions

Open Streets was a novel experience for many in Fort Collins. Business partners, residents, event participants, and planners alike were involved in a concept that is sweeping American cities. Resources exist that can help interested communities implement their own Open Streets or car-free events. As demonstrated throughout this document, the process should be adapted to fit the needs, expectations, and structure of the organization and community where Open Streets events will be implemented.

Several important lessons learned in Fort Collins may also be applicable elsewhere. Event planners for future events in Fort Collins and elsewhere are encouraged to reflect on the planning process described above and the measures presented in this document. The following evaluation components are recommended for future Open Streets events:

- Survey event participants, especially to measure event goal attainment
- Survey business vendors and event sponsors
- Survey event volunteers to provide an enjoyable volunteer experience
- Consider revised methodology to survey residents located along the event route
- Consider revised methodology to determine the economic impact of the event to businesses physically located along the event route
- Evaluate the event planning process after each event in order to refine the planning process to determine best practices for a given organization

As a result of comprehensive evaluation, many recommendations have been outlined above to ensure the future of Open Streets events in Fort Collins is bright. Evaluation results have also created a baseline of information which can be compared to that yielded from future Open Streets evaluation efforts. The following are a sample of results established as a result of evaluating Open Streets:

- A majority of participants felt the event was safe, fun, family-friendly, and welcoming.
- Most volunteers were provided with enough information successfully complete their duties.
- Opportunities exist for streamlining the volunteer process, such as establishing queues for volunteer check-in based on first or last names of volunteers.
- Most business vendors felt the event was well-planned. However, some business vendors could more actively engage themselves or other participants in sponsored activities to increase activity participation.
- Similar business vendors should be placed closer together, but activity nodes should be separated to encourage activity between such nodes.
- The event offers an opportunity for participants to engage in daily, or even weekly, recommended amounts of physical activity.
- The largest potential for event growth is to provide additional demonstrations of transportation facilities or alternative transportation modes to achieve the goal of increasing awareness of such facilities in Fort Collins.

Other measures require modification in order to collect useful information. Surveying residents and businesses along the route may be important data for event planners to possess, but methods used

during the first Open Streets event were not successful. Regardless, evaluation of future events is highly encouraged and measures should be utilized that inform the outcomes of explicit event goals. Revisiting event goals and planning the event with explicit goals in mind is imperative to ensure the event remains grounded and provides a safe, welcoming environment where Fort Collins community members can engage in physical activity, social bonding, and economic development.

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