

Innovating Streets for People

2020/21

Programme Evaluation

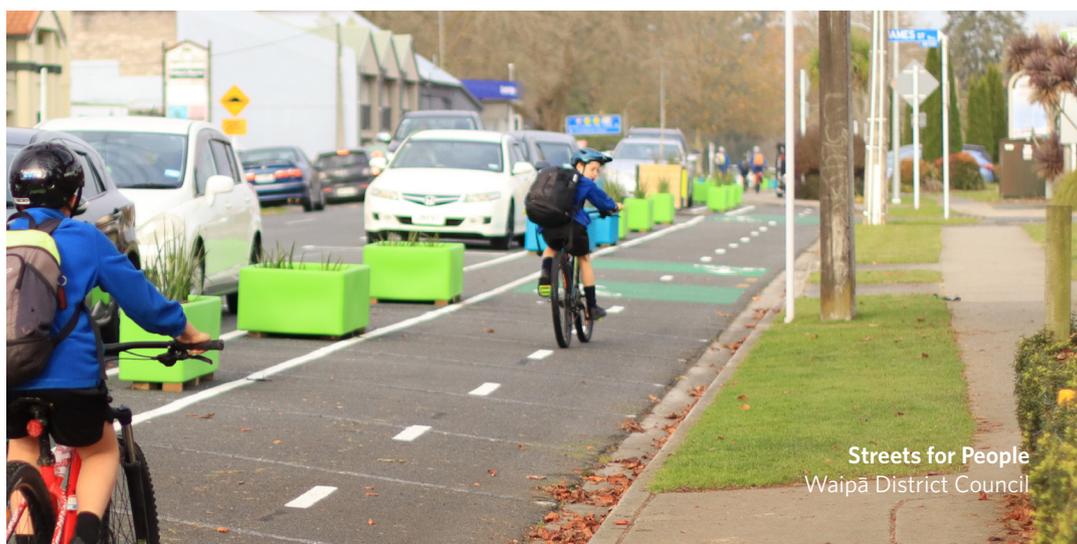
Executive Summary



People Changing Streets
Porirua City Council

The evaluation in a nutshell

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



Five main areas of data collection and analysis:



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



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



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



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



2 feedback workshops with Waka Kotahi and Council staff.

This evaluation:

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

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



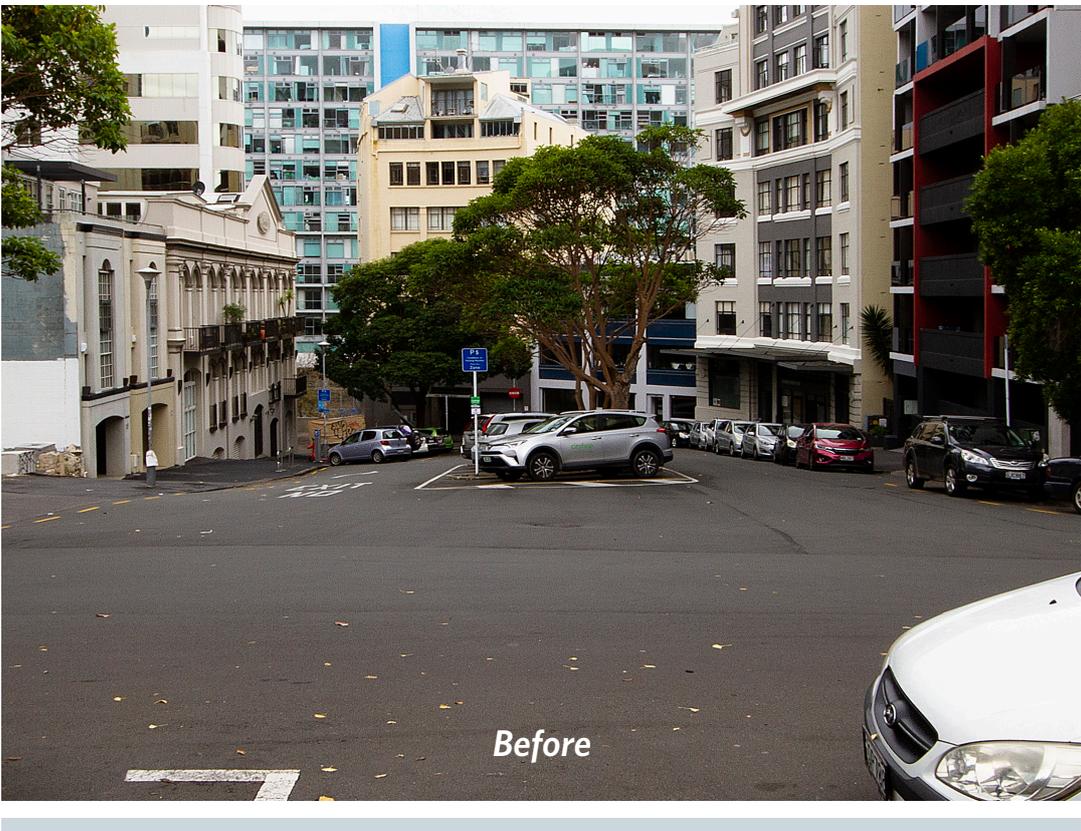
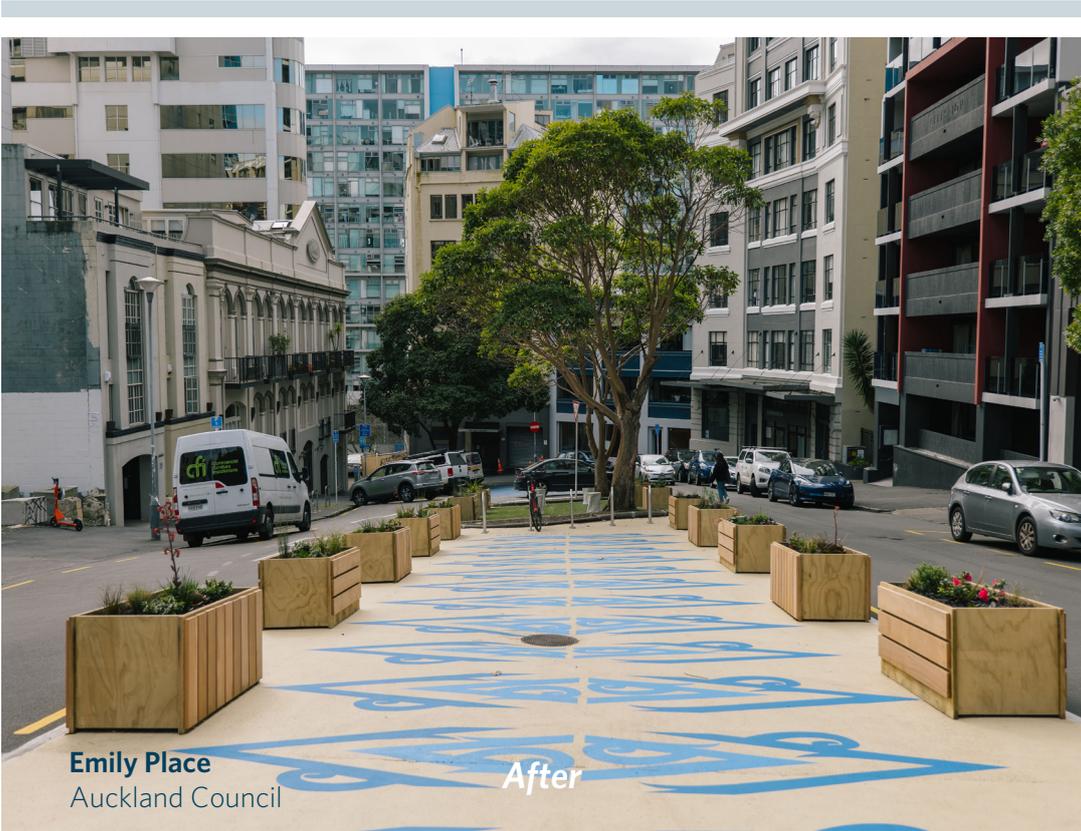
Innovating Streets for People

A system change intervention

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

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





Adapting and scaling the programme



2018
First Waka Kotahi supported tactical urbanism in Aotearoa



2020
COVID-19 Emergency Response



2020 - 2021
Innovating Streets for People

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

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

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

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

Of 160 applications

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

78 projects were awarded funding

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

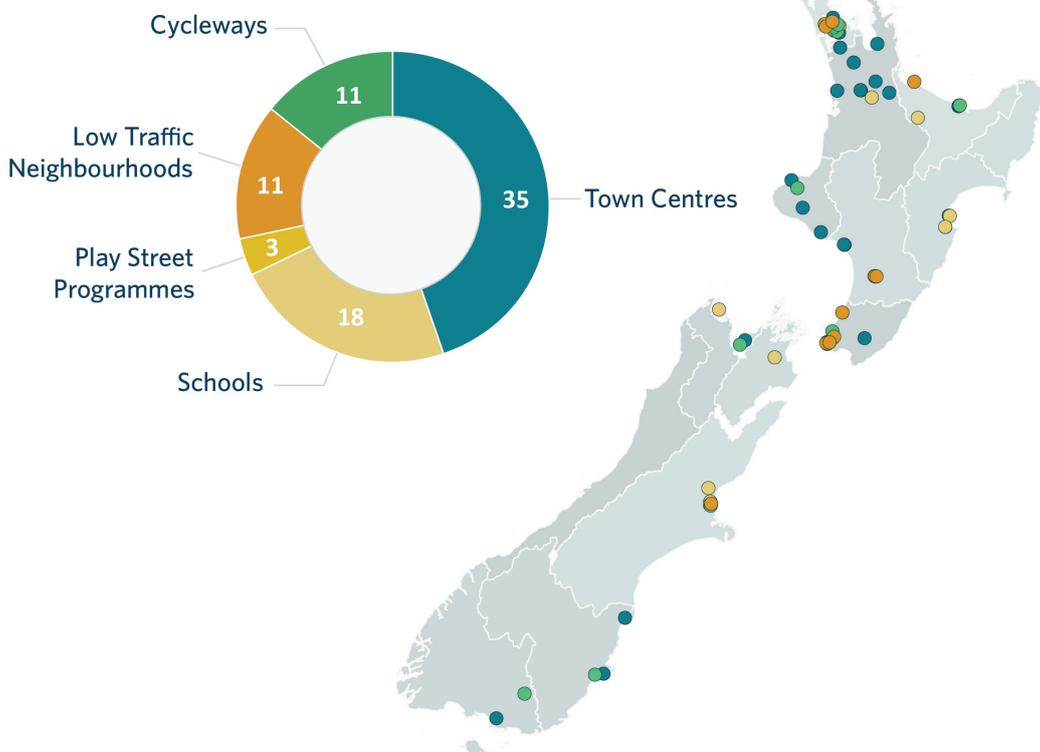
Programme Delivery

Projects

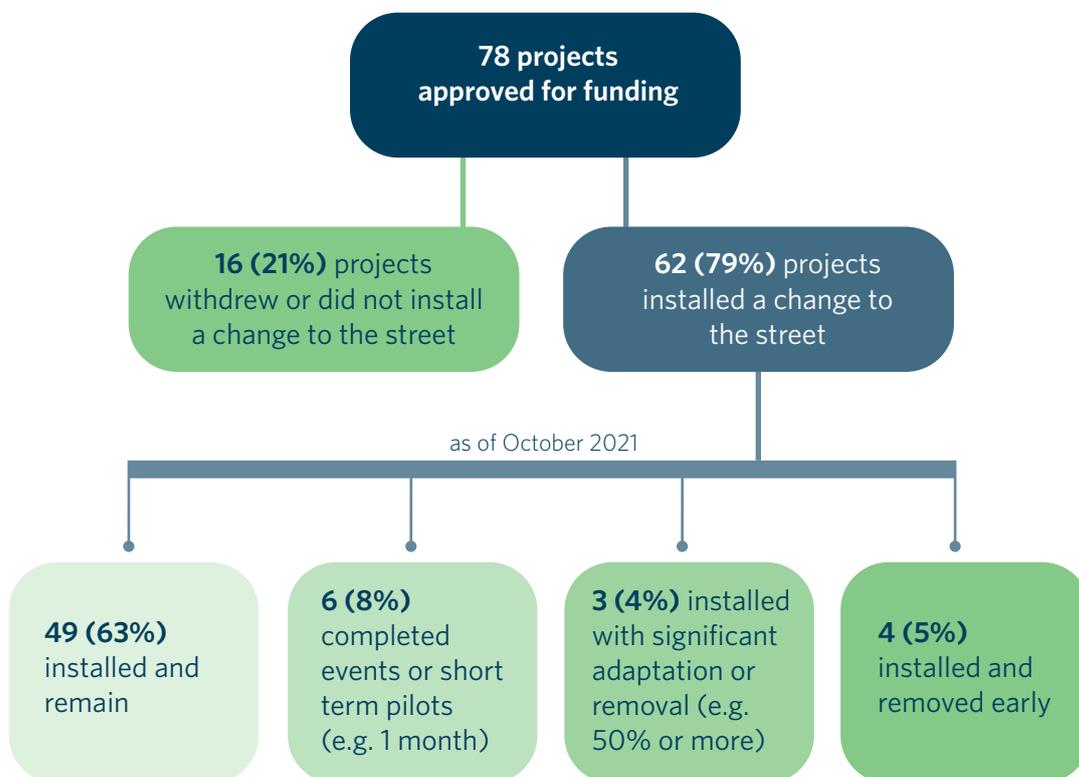
The fund supported a total of 78 projects, across 32 cities and towns in diverse locations and contexts. Sixty-two projects (79%) installed a change to the street. A total of \$22,505,532 was allocated, with an average spend per project of \$288,532. Projects ranged between in \$40,000 and \$1 million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

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

78 Projects Funded



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



Golden Bay High School
Tasman District Council



Te Waka o Waihopai
Invercargill City Council



Arthur Grey LTN
Auckland Transport

Common on-street outcomes

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

24 projects reported a reduction in vehicle speeds

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

15 projects reported a reduction in vehicle volumes

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

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

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



Croucher D'Arcy Neighbourhood
Tasman District Council

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

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



Streets Alive
Gore City Council

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

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



Street for People
Waipā District Council

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

3 projects reported increase in awareness of cultural narratives

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

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

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

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

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



Hetana Street
Matamata-Piako District Council

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



Brooklyn Road Cycleway
Wellington City Council

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



Create the Vibe
Thames-Coromandel

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

Tactical approach

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

Based on reported data from 44 projects:

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



Streets Alive (first iteration)
Gore City Council



Streets Alive (adaptation)
Gore City Council

Capability development

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

Innovating Streets Community of Practice

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

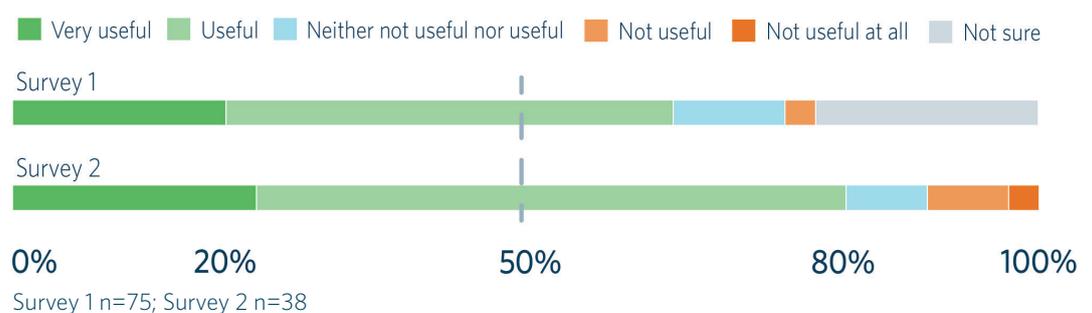


21 live sessions
4 international speakers

300+ total participants | 35-50 participants each time

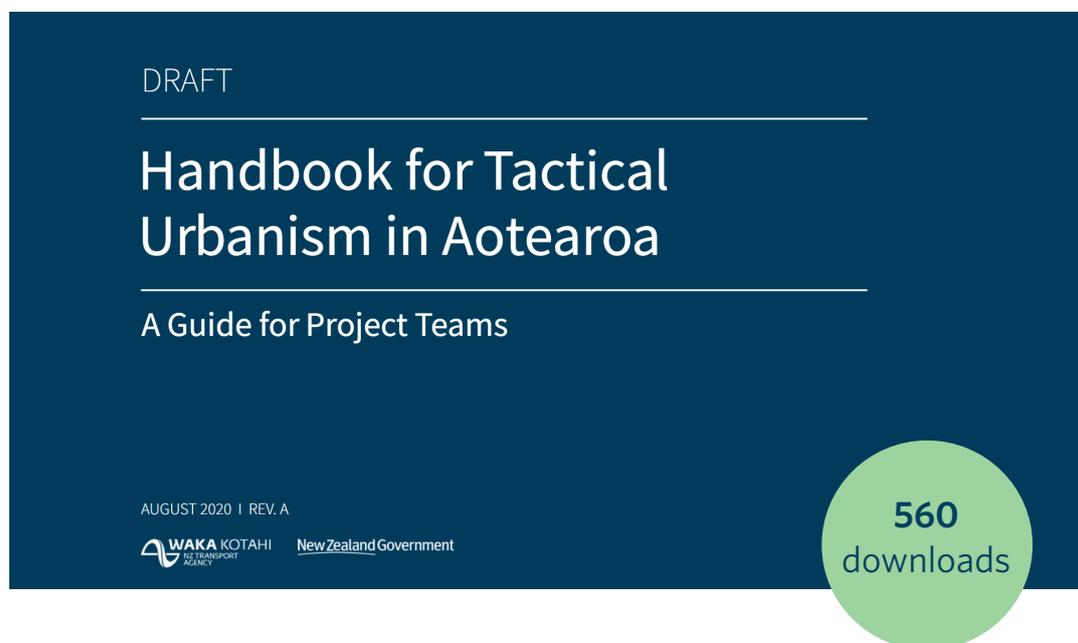
The resources and support through the Community of Practice and by subject-matter experts was valued by the sector; some areas for development have been identified.

Usefulness of the Innovating Streets Community of Practice

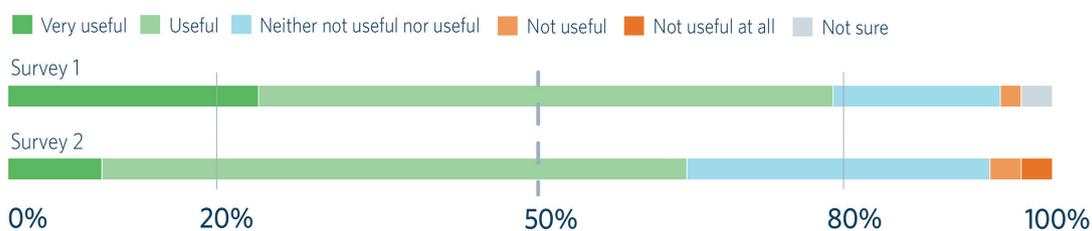


Tactical Urbanism Handbook

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



Usefulness of the Tactical Urbanism Handbook

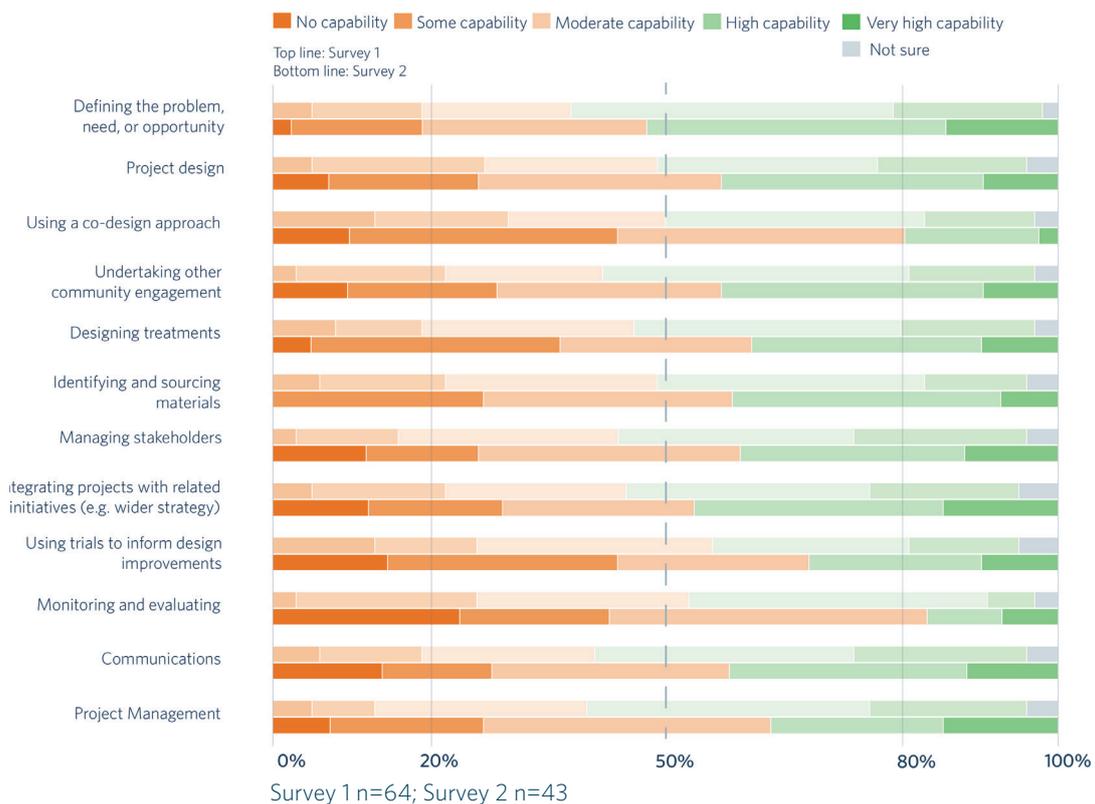


Survey 1 n=58; Survey 2 n=34

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



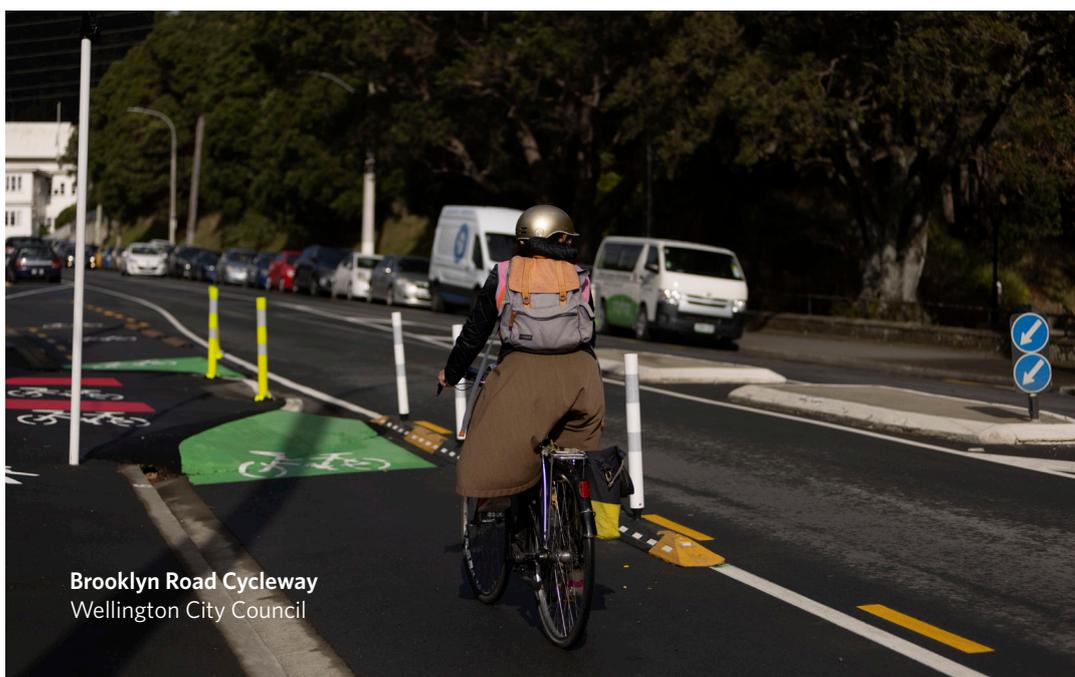
Respondent rating of council capability before and after the 2020/21 Innovating Streets for People programme



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

Practice Learnings

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



A clear mandate and rationale

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

Resourcing

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



Communications

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

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

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



Partnerships and engagement

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

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

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



West Quay
Napier City Council



Drews Ave.
Whanganui City Council

Aesthetics and materials

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



Ferry Road
Christchurch City Council



Street for People
Waipā District Council



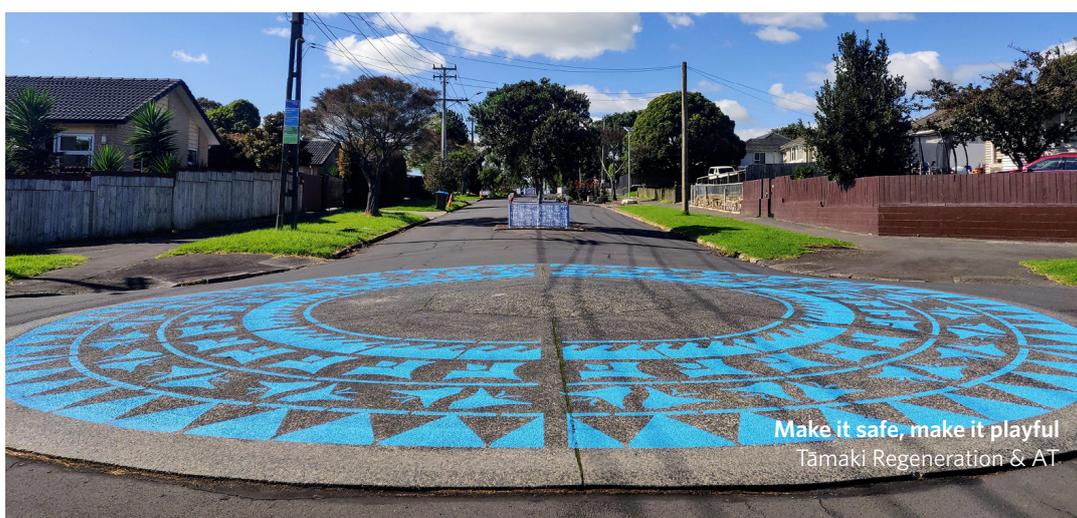
Te Waka o Waihopai
Invercargill City Council



People Changing Streets
Porirua City Council

A shared understanding of success

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



Dealing with complexity

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

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

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



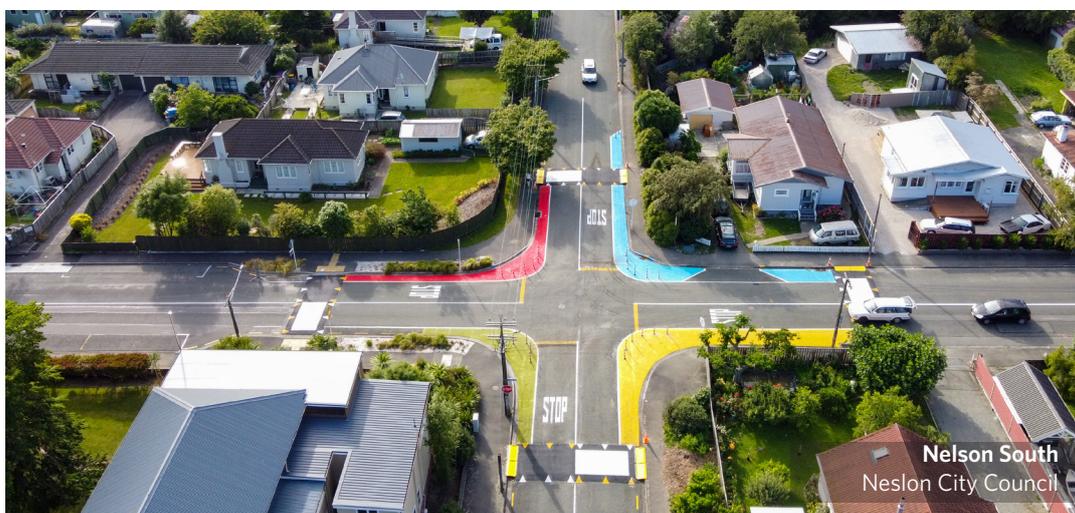
Te Manawa ō Owhatiura,
Rotorua Lakes District Council

Quick summary of practice learnings

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

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

Taking a systems view



Challenges and constraints

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

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



Power and partnerships

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

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

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



So what?

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

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

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

The evolution of Innovating Streets

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



Communications

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

Partnerships and collaboration

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

Capacity and capability

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



Monitoring and evaluation

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

Installation, materials and costs

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



Programme and project design

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

