



# OPEN STREETS TOOLKIT



# Open Streets

Cape Town



## MANIFESTO



Streets could be much more than they are.

By embracing the concept of Open Streets, we can all create shared spaces that embody respect, and help bridge the social and spatial divides of our city.

### We believe streets should:

Enable **safer** and more **cohesive communities**

Provide platforms for **creative expression** of **local cultures** and **values**

Be places for **recreation** and **social interaction**

Contribute to **job creation** and **local economic** activity

Provide **choice** in how we **move around the city**

Friends of Open Streets support these principles, and will lobby to change the way people use, perceive and experience streets.

This manifesto guides our vision for the potential of streets. Open Streets Days have proven to be a way of suspending reality and showing us a glimpse of an alternative future for streets, one where each of the five manifesto principles is evident in some way.

Join us on a journey to create shared spaces that help bridge the social and spatial divides of our cities.

# WELCOME

We are Open Streets Cape Town (OSCT), a non-profit organisation working to create shared spaces that bring people together. Our primary partner is the City of Cape Town's Transport and Urban Development Authority.

We have created this toolkit to share what we have learned about organising Open Streets Days. Our aim is to help communities who would like to run their own. It includes info on how to get started, how to engage stakeholders, how to get exposure, and much more. Throughout, you will also find links to extra resources on our website ([www.openstreets.org.za](http://www.openstreets.org.za)).

There is no magic formula for a successful Open Streets Day, but there are two important ingredients: boldness and enthusiasm. You'll need these to share your vision and get other people to buy into the concept. Everyone who comes along on the day co-creates the experience!

# HOW TO USE THIS TOOLKIT

This Open Streets Toolkit is open source and available to anyone who asks for it. We have used our own context (in Cape Town) and experience to put it together, but have designed it to be useful to anyone, anywhere.

It goes in chronological order, from planning to evaluation, and has a step-by-step work plan in the centre.

We also recommend checking out the following for insight from around the world.

- [Streets for All toolkit \(India\)](#)
- [Open Streets Project platform \(North America\)](#)
- [Ciclovías Recreativas manual \(Latin America\)](#)
- [Healthiest Practice Open Streets toolkit \(North America\)](#)

Visit our website for links to these and other resources, including a printable version of this toolkit and printing instructions.

## ACKNOWLEDGEMENTS

**Concept:** the OSCT board, operational team, working groups and the many, many others who have contributed their ideas and energy to the movement along the way

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**Design:** Prettysim.pl

**First edition:** July 2017

## THANK YOU



We have been working closely with the City of Cape Town's Transport and Urban Development Authority to test the concept of Open Streets and expand the programme. We thank them for their ongoing support.



The support of the WWF Nedbank Green Trust has made this toolkit possible. We thank them for their commitment to the growth of Open Streets as a tool for transforming how we move around our city.

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## Open Streets is a 40-year-old global movement inspired largely by Ciclovía in Colombia.

Every Sunday and public holiday between 07h00 and 14h00, 120km of streets go car-free in Colombia's capital city, Bogotá. On average, 1.5 million people (over 10% of the city's population) step outside to enjoy the space, called Ciclovía.

### Ciclovía translates from Spanish to "cycleway".

In 2014, Bogotá celebrated 40 years of Ciclovía with great fanfare. It first took place on 15 December 1974, with 5 000 people attending. In 1976, the city's mayor signed the decrees that made it an official municipal programme. Today, the government Institute of Recreation and Sport (IDRD) runs Ciclovía.

"Bogotá has no ocean, but it has Ciclovía."

~ a slogan that has passed from generation to generation

Bogotá's residents have an immense sense of pride in the programme. In fact, public support has kept it alive in times of crisis. Political champions have been vital too.

Over 400 cities, on almost every continent, have joined the movement with their own Ciclovía-inspired programmes. Because of this, the Colombian Presidential Agency of International Cooperation has identified Ciclovía as an "export product".

### A platform for improvement

"Without Ciclovía there would be no bicycle lanes."

~ Andrés Vergara, Bogotá's transport department

Ciclovía grew from a desire to create a better urban environment for cyclists, and to find a solution to the mobility challenges of Bogotá. It has evolved from a bunch of isolated streets to a route that covers a large part of the city. Most of its funding comes from government, but private entities do contribute in kind.

Ciclovía has the primary goal of providing recreation, but it also serves as a form of transport. In fact, on Sundays many people use the network to travel to work. This led to the provision of permanent cycle lanes in the 90s.

“It was conceived as a neutral space that everyone – rich and poor, young and old, female and male, from the left and the right – could access. And we achieved it. Ciclovía recovered ‘The Street’ for the citizen, snatching it from a mixture of traffic, pollution, crime and state, and turning every citizen into a ‘main actor’ in the play that unfolded every Sunday.”

~ Jaime Ortiz, Ciclovía co-founder





**Like Bogotá, Cape Town is a city known for wealth disparity and social exclusion. Like Bogotá, it needs active interventions to bring its people together. Open Streets Days prove to do just that.**

Apartheid is over, but spatial apartheid continues in South African cities. And Cape Town is no exception. According to a University of Cape Town property economist, most of its residents live by the “40 x 40 x 40 x 40 rule”.

**“We’ve been building 40m<sup>2</sup> homes, 40km from where people work, where they spend 40% of their income on transport and probably live in communities where 40% of people are unemployed.”**

~ Professor Francis Viruly

As our manifesto states, we believe streets hold part of the solution.

**“Open Streets Days challenge our reality by suspending it for a few hours. They give us an opportunity to imagine a different type of South African city, one where people from all economic and social groups come together in shared space.”**

~ Marcela Guerrero Casas, OSCT co-founder & managing director

In 2013, we hosted our first Open Streets Day in Observatory, a vibrant and mixed suburb that embraced the concept. Over the next five years, we also tested it in Langa, the city centre, Bellville and Mitchells Plain. Each area is unique, and all have created something special.

We are now looking to make Open Streets Days a regular occurrence in parts of Cape Town. After a successful test phase, we are working with the City to develop a long-term programme. The vision is to transition from a series of events to a new normal.

Additionally, many different communities have shown an interest in establishing their own programmes. We want to share our experience so that local groups can “own” the concept in their areas. This toolkit will help us transfer our knowledge and skills, and continue to build support for Open Streets.

## Another South African initiative

Streets Alive is a programme launched by the City of Johannesburg Transport Department. It also drew inspiration from Ciclovía and aims to put people first on the city’s streets.



# DIVIDED CITIES

In South African cities, the legacy of Apartheid urban planning and population control policies is clear. This map of Cape Town shows the enduring spatial segregation of different groups.

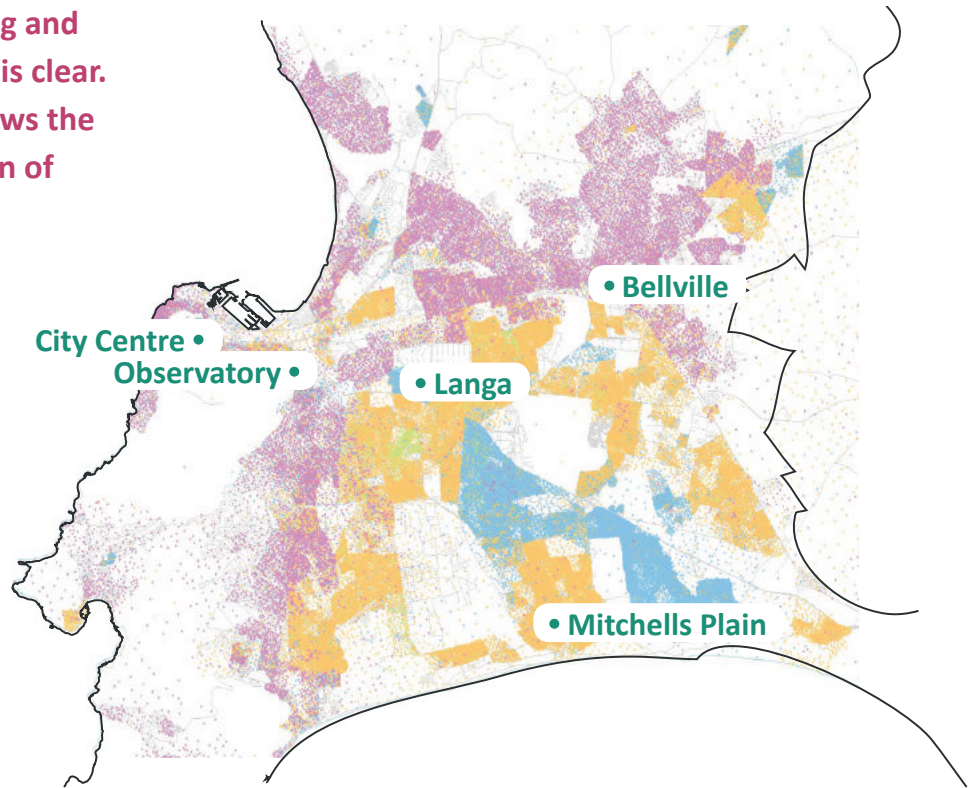
**Key:**

One dot represents 25 people.

- Black African
- Coloured
- Indian or Asian
- White

Based on Census 2001 Small Area Layer for density and Subplace layer for race.

- Open Streets Day locations



# WHAT HAPPENS DURING AN OPEN STREETS DAY?

**Streets are large areas of public space. Reimagining them as places for people to meet, interact and play shows how a city can be more socially integrated.**

Open Streets Days create car-free streets across Cape Town.

Closed to motorised traffic, streets become a platform for community building, recreation and active mobility. Open Streets Days encourage spontaneous activity in this space and create opportunities for citizens to make the most of their streets.

Between 2013 and 2017 we hosted 12 Open Streets Days in five parts of Cape Town, attracting between 3 000 and 15 000 participants at each one. To date, we have done this by engaging with the authorities to fulfil the regulatory requirements for putting a road closure in place. (See page 34 to learn about attaining the relevant permits.) We have also organised the logistics of each Open Streets Day and engaged local communities to get involved.

Besides encouraging people to come along and simply enjoy a car-free street, we have mobilised various groups to host activities on the day. These have included music, art, interactive workshops, dancing, yoga, chess and lots of sports and games.



**Open Streets Days are free and everyone is welcome.**

**Is it legal?**

We operate under a specific regulatory framework in Cape Town that means we need to get an event permit. Your municipality might have a different framework. Find out more on page 34.

**Not for kids?!**

We're often told that kids should never play in the streets. But if you've been to an Open Streets Day, you will have seen exactly how safe and fun a street can be. Children are the ones who show us all how to enjoy the space!

**An Open Streets Day is not a:**

- Market, but it should support local community development and businesses
- Street party, but having fun is usually a big part of it
- Marketing exercise, but can be an opportunity for local organisations to share what they do
- Parade, but we encourage freedom of expression and creativity
- Once-off event, but simply an occasion to use streets as public space



# THE ORGANISING TEAM

**An Open Streets Day will be successful if a variety of people get involved as volunteers. But a core organising team is necessary.**

Open Streets is a citizen-driven initiative. In Cape Town, a group of like-minded people who wanted to improve streets came together around the idea. It helped that two of them were Colombians who knew the concept and felt inspired to try out Ciclovía in their adopted home city.

In 2017, OSCT has an advisory board of six, and an operational team of four staff members (three full-time and one part-time) who work on a range of programmes (in addition to Open Streets Days). In our experience, an organising team of at least three works well. It should ideally include:

- Someone responsible for project management, operations and permits
- Someone responsible for communications
- Someone responsible for community engagement

If you have limited resources, it might be that one person wears a few hats. If this is the case, this person will have to complete tasks in order of priority. Getting the road closure and logistics in place are crucial. Equally important is ensuring the involvement of local communities. Organisers will have to manage many parallel processes at the same time.

**See page 26 for a work plan.**



# OPEN STREETS CAPE TOWN ROLES



## PROJECT MANAGEMENT

- Draft a project plan
- Identify service providers and manage relationships with them
- Draft operational plans for traffic management, signage, marshals, security, waste management, vending and transport
- Draft activities and vendors maps
- Liaise with the safety officer in drafting emergency and evacuation plans
- Recruit and coordinate volunteers, activity organisers and vendors
- Submit an event permit application
- Coordinate with the City's Events Office for meetings with municipal services
- Facilitate briefings with all teams involved
- Coordinate operations on the day

## COMMUNICATIONS

- Keep a database of media contacts and engage with them to create publicity
- Write press releases and send them to media contacts
- Pitch articles to media outlets and write them if necessary
- Maintain the website and social media platforms
- Conduct interviews on local radio stations
- Liaise with media on the day and afterwards



## COMMUNITY ENGAGEMENT

- Identify all relevant local stakeholders
- Engage with local stakeholders to get their buy-in
- Coordinate public engagement meetings and community planning sessions
- Carry out local publicity campaigns to get as many people involved as possible
- Help recruit volunteers, activity organisers and vendors



# THE VALUE OF PARTNERSHIPS

**Collaborating with others is paramount. That's why Open Streets Cape Town has worked hard to create a culture of cooperation**

It costs money to shut down a street. Even if government funds the closure itself, you may need to pay for marshals and other staff. You will also need people to activate the space. This makes seeking out good partners an integral part of the preparation. But it's not only about money. A good partner sees an Open Streets Day as an opportunity and contributes to making it a success.

**On the day, the street is a platform that many different agendas and projects can maximise.**

We have experienced a good degree of resistance to Open Streets from some local government officials who aren't familiar with the concept and only buy into it once they've seen it implemented successfully. Our advice is to try and give these potential "gatekeepers" as much information as possible to make their job easy. We have developed good relationships with various government departments and invited them to take part on the day. They might be able to tick a box for their awareness programme and help you out at the same time!



We have worked with a wide variety of partners, including:

- **Western Cape on Wellness (WoW!):** ran health and wellness activities
- **100in1Day Cape Town:** mobilised citizens to run activities
- **National Skate Collective:** mobilised local skateboarding communities to take part
- **Elemental Kids (aftercare):** organised a kids' zone
- **Innovate SA:** organised an interactive urban design activation
- **Mitchells Plain Alive (media platform):** helped with publicity
- **City of Cape Town Sport and Recreation local officers:** set up their "Come & Play" games programme
- **iROK the Streets:** set up a dance cypher
- **The MashUp:** set up an open mic station to showcase local music talent
- Countless local sports clubs: brought their gear and teams to participate
- The list could go on and on ...



## Spokes people

As in Bogotá, the cycling community has championed the concept of Open Streets in Cape Town. Several cycling organisations have supported us, including:

- **Bicycle Cape Town**, a community campaign to promote bicycle culture in Cape Town and support its transformation into a bicycle-friendly city
- **Bicycling Empowerment Network**, an NPO working to promote sustainable social and economic empowerment through the use of bicycles
- **Pedal Power Association**, South Africa's largest recreational cycling organisation, which promotes cycling development and advocacy
- **Velokhaya**, an NPO using cycling as a tool for youth development

# A TWO-WAY STREET

## We've found it very helpful to work with a local partner to co-host Open Streets Days.

Community organisations often approach us to set up an Open Streets Day. They then play an ongoing organisational role. Our first local partner was the Observatory Improvement District (OBSID), which provides top-up safety, cleaning and greening services to the suburb of Observatory. This NPO invited us to test our concept because it aligned with their plans to pedestrianise Lower Main Road. The Cape Town Partnership, a key player in the city's transformation, also played a huge role in our first Open Streets Day, providing logistical and communications support, and guidance.

We've also worked with:

- **Cape Town Central City Improvement District** in the city centre
- **iKhaya le Langa** in Langa
- **Sivukile Sonele** in Langa
- **Greater Tygerberg Partnership** in Bellville
- **Voortrekker Road Corridor Improvement District** in Bellville
- **City of Cape Town Subcouncil 12** in Mitchells Plain

## How to pick a co-host

A local partner should ideally:

- Align with the principles of Open Streets
- Aim to invest in the area
- Have an inclusive agenda
- Be nonpartisan
- Have a good local network of stakeholders
- Have organisational capacity to help with planning

## To nurture a good partnership, we recommend:

- Hosting a thorough strategy session to agree on the principles of the partnership
- Signing a memorandum of understanding detailing the roles and responsibilities of each partner (find an example under the Resources section of our website)
- Communicating updates on the planning process





# THE IMPORTANCE OF PLANNING

**Once you have your idea and a vision in mind for organising an Open Streets Day, you will need to spend time creating a project plan for achieving it.**

A project plan is a document that has info about every aspect of the Open Streets Day, from stakeholder engagement to the operational deployments. It will help guide you throughout the organising process, and you might also need to share it with City officials or partners.

A good place to start is to hold a planning workshop with the core organising team and brainstorm ideas together. The main organiser can use this as the foundation for drafting a project plan. It can become overwhelming if one person is trying to draft it from scratch on their own. A workshop also helps to strengthen your team.

## Key questions to answer

- In which area and street do we want to host an Open Streets Day?
- When are we aiming to host it?
- What are we hoping to achieve with it?
- What are the planning milestones that will get us there?
- Who do we want to approach as main partners?



Another good building block for planning is to have a diagram or map of the actual street and surrounding areas, which you can get from Google Maps. We call this our footprint layout.

Check our website under Resources for an example project plan and footprint layout.



# ORGANISING THE PLANS

As you develop your plans you will need a digital filing system to keep track of everything. Here's how we organise our folders.

## Operations

- » Event Permit
  - » Letters of Support
  - » Forms
  - » Event Plan
- » Activities
- » Safety & Security
- » Traffic Management
- » Urban Management
  - » Cleaning & Waste Removal
  - » Toilets
  - » Vending
- » Transport
- » Service Providers
  - » Quotes
  - » Invoices
  - » Proof of Payment

## Human Power

- » Volunteers
- » Marshals

## Communications

- » Artwork
  - » Digital
    - » Flyers
    - » Posters
  - » Social Media
  - » Print
    - » Flyers
    - » Posters
- » Press Releases
- » Email Drafts
- » Media Coverage
- » Video

## Planning

- » Project Plan
- » Footprint Layout

## Stakeholders

- » Partners
- » Stakeholder Engagement

## Monitoring & Evaluation

- » Surveys

## Debrief

- » Report
- » Thank You's

# CHOOSING A STREET

We have tried Open Streets in a range of very different streets, with road closures under 2km. Ultimately, it is the people participating who will determine the atmosphere on the day, but the nature of the street also has an impact. In our experience, streets that give some sense of human scale, with places to rest and explore, seem to attract more people.

Ask yourself these questions when identifying a route for an Open Streets Day. Aim to tick at least six yes boxes and look out for the non-negotiables in bold. Is there:

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> <input type="checkbox"/> A local partner?                                      | <input type="checkbox"/> <input type="checkbox"/> An existing offering of places for relaxation and eating?        | <input type="checkbox"/> <input type="checkbox"/> <b>The possibility to deviate any public transport routes present?</b>     |
| <input type="checkbox"/> <input type="checkbox"/> <b>Local support?</b>                                 | <input type="checkbox"/> <input type="checkbox"/> A good residential and business mix?                             | <input type="checkbox"/> <input type="checkbox"/> A public transport hub nearby?   |
| <input type="checkbox"/> <input type="checkbox"/> Space for walking, cycling, skating (mobility)?       | <input type="checkbox"/> <input type="checkbox"/> <b>An alternative route for motorised traffic?</b>               | <input type="checkbox"/> <input type="checkbox"/> Parking space nearby?  |
| <input type="checkbox"/> <input type="checkbox"/> Space alongside the street for games and sport?       | <input type="checkbox"/> <input type="checkbox"/> <b>Access for local residents?</b>                               | <input type="checkbox"/> <input type="checkbox"/> A similar initiative (or initiatives) in the area that you could build on? |
| <input type="checkbox"/> <input type="checkbox"/> Space on the pavement for entertainment and displays? | <input type="checkbox"/> <input type="checkbox"/> <b>Access for police stations, hospitals or petrol stations?</b> |  |

Visiting the site and walking along the street is crucial and can help identify challenges and opportunities. Google Maps Street View is a very useful tool for exploring potential streets, but doesn't always show the latest developments!

Once you have identified a route, it is important to discuss it with the City's traffic department to make sure there are no obstacles to a road closure. Approach them with two alternatives in case they object to your first choice.

## What we have learned about streets in Cape Town

- Lower Main Road, Observatory, is a street that already attracts people and movement. Therefore, it was a good place to introduce the concept of Open Streets.
- Bree Street, city centre, worked well too, although it was an accidental success. It was the only street in the CBD that officials would allow us to shut down and, in the end, it drew some of our biggest crowds.
- Voortrekker Road, Bellville, was a good street for Open Streets. It's a major artery and demonstrated the symbolic power of transforming a street into a space for people instead of cars.
- King Langalibalele Drive (Washington Street), Langa, is the backbone of a historical residential area and holds a lot of meaning for locals.
- Merrydale Avenue, Mitchells Plain, proved problematic. It has a lot of intersections, making road closures tricky. After the first Open Street Day there, many locals requested Eisleben Road instead.

# CHOOSING A TIME

**Open Streets Days are family days and so usually take place on a Sunday, when traffic is also lighter. The hours depend on the local community.**

We carry out an in-depth consultation with residents when choosing a time to host an Open Streets Day. In Langa, there are religious services till noon and so the feedback we got was to start in the afternoon. With many churches on the route, this also limited logistical issues. When you plan your own Open Streets Day, you will have to factor in the rhythms of local communities.

## Things to consider

- Other events or activities that usually take place in the area
- Traffic flows (spend a couple of hours one day observing how many vehicles are travelling on the proposed street at the suggested time)
- How people in the area usually spend their time on the proposed day

Additionally, is there a culture of drinking alcohol at certain times? This will impact the nature of your Open Streets Day. In Observatory and Bree Street, we realised weekend afternoons tend to be a party atmosphere that didn't fit with the family ethos of Open Streets.



Once you have a basic proposal in place, start speaking to as many people as possible. This will get the ball rolling and attract “champions” to get involved.

In addition to inviting people in the local area to join in, it is also vital that you communicate the idea for an Open Streets Day early on, as the road closure will affect them. You’ll run into major problems on the day if local residents or others weren’t informed in advance!

The first step is to do some research and map all the relevant local stakeholders. We use Google, social media, and local newspapers and books to identify stakeholders. We also listen to local radio stations (where possible) to get a feel for the area.

#### Local stakeholders include:

- Schools, tertiary institutions, crèches
- Faith-based organisations
- NGOs
- Residents and ratepayers’ associations
- Improvement districts
- Neighbourhood watches
- City councillors (elected representatives)
- Businesses
- Arts and culture organisations
- Sports clubs and groups
- Libraries
- Taxi associations and public transport operators
- Iconic local figures and celebrities
- Police and fire stations

It’s useful to organise these stakeholders and their contact details in a spreadsheet. Here’s an example.

TYPE	NAME	CONTACT PERSON	EMAIL ADDRESS	CONTACT NUMBER	ADDRESS	NOTES
School	Eisleben High School	Candice Walker	eislebenhs@wcgschools.gov.za	021 392 7179	25 Eisleben Road, Rocklands	Visited 10/07
Business	Champions Athletic Club	Gerhard Starr	champions@gmail.com	021 959 3749	9 Energy Way, Strandfontein	Emailed 07/07

## How to communicate

Once you've identified a list of stakeholders, draft a summary of the concept of Open Streets and your proposal to bring it to the area. Most importantly, include a clear invitation of ways they can get involved (volunteer, host an activity, become a vendor etc).

When you meet new stakeholders along the way, make sure to get their contact details so you can add them to your list and follow up afterwards. If resources are available, print out info sheets for everyone you talk to.

Having a clear, concise, and consistent message backed up by facts and figures will help attract people in the local community to get involved. Remember the two main ingredients: boldness and enthusiasm!



## We use these channels to communicate with stakeholders.



**Email:** try to be specific about how people can get involved, and don't let it discourage you if you don't get replies.



**Phone calls:** this is a good way to follow up after you've sent an initial email.



**Text messages:** keep it short, sweet and to the point.



**Coffee meetings** with key individuals: try to get a chance to chat to people you think might want to get involved and find out more about what motivates them.



**Letter drops and door-to-door visits:** these are a must for all the residents and businesses along the route. It's a good idea to collect signatures on a petition form as you go. You can then show the authorities and any reluctant stakeholders that there is support for the concept.



**Posters and flyers:** draft a basic design that invites people to get involved. We've pasted these in public places such as schools, libraries, transport hubs and malls.



**Loudhailer announcements:** some residential areas respond well to reminders via loudhailer in the early evening, especially if you have a public meeting planned.



**Info desk:** set up a table with flyers and info at key spots such as a train station or taxi rank.



**Talking Streets walks:** invite a few key stakeholders (City councillors, community leaders etc) to go on a walk along the proposed route and discuss possibilities together. Check our website under Resources for a Talking Streets toolkit.



**Public meetings:** these can be hit and miss, but are a good way to invite questions and concerns from local residents and other stakeholders, as well as encourage people to get involved by sharing all the different opportunities of an Open Streets Day. It can be challenging to deal with responses in a public forum, so strong facilitation is vital. We have found that if a respected local partner facilitates and introduces you, it goes a long way. A strategy that worked well for us was to present Open Streets as part of an existing public meeting where there was already a large audience. (In some places, the term “public meeting” conjures images of boring, political consultations. You may want to call it something else!)



**Community planning sessions:** once you have a few local stakeholders involved, hosting regular meetings together helps to share the organising load and keep everything on track. For us, they have been an important tool to include others in the planning and creation process.



**Local newspapers and radio stations:** contact the presenters directly, if possible. A good idea is to listen for opportunities to call in to a radio station and introduce your idea during a discussion about something related to Open Streets, such as community safety, traffic congestion or cycling. Draft a list of key points to make, including the basics of Open Streets and an invitation to get involved.

**Find examples of these communications methods on our website under Resources.**







# STEP BY STEP

Here's an example work plan for the weeks leading up to the day. There are many more tasks you could add here, but this will give you an idea of how we split up our time.

## Week 1



- Host a planning workshop with your core organising team (page 18)
- Draft a project plan (page 18)
- Identify and map stakeholders (page 22)
- Draft a communications plan (page 38)

## Week 2



- Continue researching and identifying stakeholders (page 22)
- Submit the event application forms (page 34)
- Send an invite to a Talking Streets walk to key stakeholders (page 24)
- Draft the Traffic Management Plan (page 36)
- Meet with local partners (page 16)
- Schedule a public meeting (page 34)

## Week 5



- Follow up on the event permit (page 34)
- Follow up with service providers to confirm quotes (page 27)
- Host the public meeting (page 24)
- Recruit activity organisers (page 29)
- Recruit volunteers (page 30)
- Finalise poster design (page 39)
- Visit local businesses, places of worship and schools (page 22)

## Week 4



- Submit info about the Open Streets Day to online calendar sites
- Distribute the public meeting flyers (page 24)
- Set a date for a volunteer briefing (page 30)
- Review survey questions (page 42)
- Identify potential marshal groups (page 32)
- Draft a call for vendors (page 37)

## Week 3

- Send out your first press release (page 41)
- Confirm logistics for the first public meeting (page 24)
- Create and print a flyer for the public meeting (page 23)
- Brief a designer about the poster and flyers (page 39)
- Create a Facebook event for the Open Streets Day (page 40)
- Send an announcement to your email database (page 23)
- If you have a website, start publishing your own articles about the day (page 40)
- Request quotes for all the services you will need (page 37)



## Week 6



- Send the poster design to print (page 23)
- Finalise T-shirt design and send to a manufacturer
- Contact radio stations (page 24)
- Update the activities list (page 24)
- Email activity organisers (page 28)
- Send an email update to all stakeholders (page 23)

## Week 7



- Follow up on the event permit (page 34)
- Finalise all service providers and request invoices (page 37)
- Draft and print a letter for residents and businesses along the route (page 23)
- Draft a press release with details of activities and the road closure
- Finalise vendors list and map their locations (page 37)

## Week 8



- Confirm a survey coordinator (page 42)
- Send a press release to the media list and post on your website (page 41)
- Meet with the Traffic Department to go over operations (page 36)
- Draft a task list for volunteers (page 30)
- Post transport info on Facebook and/or your website (page 40)
- Organise a table and chairs for Info Hub
- Email the vendors with the map and final details (page 37)

## Week 11 (after the day)



- Host a debrief session with your core organising team
- Send a thank you to key stakeholders
- Send a thank you to volunteers
- Send a thank you to activity organisers
- Send a thank you to local partners
- Send a thank you to service providers
- Put a call out for photographs
- Collate media coverage

## Week 10



- Print the surveys and place them on clipboards (page 42)
- Collect T-shirts and any other materials that have been printed
- Hold an operational briefing with the core organising team
- Conduct radio interviews (page 24)
- Distribute flyers in the local area
- Receive the event permit (page 34)
- Print the project plan, event permit and all other documentation
- Get lots of sleep and encourage your team!

## Week 9



- Make payments to all service providers
- Host a volunteers briefing
- Finalise the volunteers' roles
- Email the volunteers with final details (page 30)
- Draft an activities map and create a flyer to print
- Send the map flyer to print
- Email the activity organisers with the map and final details (page 28)

**HOST YOUR OPEN STREETS DAY**



**Open Streets Days show the potential of streets as public space that can host a variety of different activities. Rather than trying to programme activities yourself, simply invite other people to use the platform.**

There might be a resident or business owner along the route who wants to set something up outside their front door, or a local organisation that wants to bring along an activity to share on the day.

#### **Activities we've had include:**

- Basketball
- Bike riding lessons
- Chess
- Cricket
- Dance cyphers
- Kids' craft sessions
- Listening sessions
- Live graffiti
- Marimba
- Open mic stations
- Photo exhibitions
- Soccer
- Yoga
- Zumba

## We've developed some guidelines that we ask activity organisers to follow.

- Activities should be interactive and fun
- They must be free to the public
- Activity organisers should:
  - Respect others and share the space
  - Take responsibility for their own setup and sourcing of electricity if needed
  - Keep the street clear for mobility
  - Place their infrastructure on the pavement (sidewalk) or in parking bays
  - Keep music at a reasonable volume
- No large infrastructure such as stages or scaffolding
- No motorised vehicles on or parked next to the route
- No alcohol and fires
- No marketing along the route (handing out of flyers and other collateral, brand activation and big banners)

Activity organisers can have a sign or small banner at their activity to identify themselves and give info to people who want to find out more.

Once the road closure is in place, there is no access for motorised vehicles. All deliveries for setup must happen before the closure time (varies for each Open Streets Day).

Collections may only happen once the road closure comes to an end (30 minutes after the end of Open Streets).



**Open Streets Days are successful when many different people get involved and work together as a team. We have learned that establishing and nurturing this team is essential. Our crew normally includes volunteers and marshals.**

## Volunteers

We look for volunteers in the local community and among our general followers. We invite people to get involved from the beginning of our stakeholder engagement process. This means our team of volunteers has time to grow and when we get to the Open Streets Day, we have enough people. We recommend at least one briefing session before an Open Streets Day so that everyone is on the same page and understands their role.

Some key suggestions we have picked up along the way:

- Invite previous volunteers who have knowledge and experience to step into roles with more responsibility
- Give clear instructions
- Create a team feel (T-shirts help in doing this)
- Give more work than not enough (volunteers like to feel needed)
- Have a celebration afterwards and get the team's input for future Open Streets Days

## What was your moment?

When we come together as a team to debrief at the end of the day, we ask everyone to describe their favourite moment from the day. This helps volunteers to experience parts of the Open Streets Day they may have missed, and also to cement what made it “magic” for them.



## Marshals

We place a marshal at each road closure point or intersection. Ensuring safety and clear communication at intersections is important for two reasons. On one hand, you must guarantee the road closure. On the other, this is an opportunity to engage with those who are not aware of the concept. Find a group of marshals who are familiar with the area, names of streets and location of amenities such as ATMs.

It is also important they understand the basics of what an Open Streets Day tries to achieve, as this team is the main interface with the public. They can help distribute information and, in some cases, might even assist with monitoring and evaluation (eg counting people). We have worked with street committees, neighbourhood watches, work programmes, cycle race marshals and individual residents.







## The heartbeat of Ciclovía

**When we went to learn from the people behind Ciclovía, it became clear their ability to run such a huge programme on a weekly basis was largely due to their team of Guardians, who serve as coordinators and marshals of the network.**

The role of a Ciclovía Guardian is vast. It ranges from ensuring road closures are in place to carrying out first aid response. Their many responsibilities and skills come across in the way they speak about their job, but are most evident in how they engage with the public and with each other. They seem to carry an invisible badge of honour. Guardians are university students who follow a long application process and arduous training, and are expected to provide excellent service. The nature of their work means they must be fit and strong. In addition to earning a monthly salary, Guardians acquire invaluable skills in their role and it is a sought-after position

A team of 250 Guardians arrive at an operational briefing at 06h00 on each Ciclovía day to prepare for the start at 07h00. They ensure Ciclovía runs like clockwork by:

- Implementing all the operations
- Monitoring the route
- Interacting with and looking after the public
- Responding to emergencies
- Carrying out first aid



## The City of Cape Town's Events bylaw defines an event as:

- (a) any sporting, recreational or entertainment event, including live acts, flash mobs and events promoted through online event campaigns
- (b) any educational, cultural or religious event
- (c) any business event including marketing, public relations and promotional, or exhibition events or
- (d) any charitable event, including any conference, organisational or community event, or any similar activity hosted at a stadium, venue or along a route or its precinct that is planned, has a clear programme, control and accountability, but excludes an event hosted by a private person held in his or her private capacity at any venue, or filming staged in terms of the bylaw relating to filming

**In Cape Town, you currently have to apply for an event permit if you want to host an Open Streets Day. This is because it falls under the City's Events bylaw definition of an "event".**

### We are challenging that.

We are working with the City to interrogate whether the Events bylaw applies to Open Streets. This is partly because the process for obtaining an event permit is cumbersome, the requirements have a budgetary implication, and people taking part in Open Streets are not guided by some form of itinerary or programme, as with all other events. Most importantly, however, we don't want people to see Open Streets as an event, but rather as a normal part of the fabric of the city.

Our goal is to institutionalise Open Streets as a programme in Cape Town. We see this as a way of bridging the spatial and social divides of the city by simply dedicating streets to a specific set of users (pedestrians, cyclists, skaters etc) on a temporary basis.

Our cities have developed during an age of car-centrism, which makes us believe mistakenly

that motorised vehicles can lay claim to streets, and all other road users should stay out of their way. We believe Open Streets can help change this perception and help us all share this public space with respect for one another.

If you believe this too, why not join us on social media, write to local papers or your councillor, or speak to your neighbours and raise awareness for the potential of our streets?

You will need to find out what the regulatory framework is in your specific municipality, and what permits you might need to apply for.

For information on applying for an event permit in Cape Town, check our website under Resources.

# BEING SAFE AND SECURE

While we believe certain event permit requirements are unnecessary and would like to see an alternative regulatory mechanism for Open Streets Days, we still need to do all we can to minimise risks and make sure everyone who takes part is safe.



## Security personnel

The events permit requires that there be one events-certified security guard per 100 participants. In an application for an event with 5 000 participants requires the appointment of 50 such personnel from a registered security company.

However, we have learned that often it is not these security personnel who are best equipped to ensure safety and security on the day. Law enforcement officials, and neighbourhood watch and street committee groups often do a better job. This is especially true when it comes to engaging with participants, identifying potential threats and responding when necessary. We have been able to motivate for having less security guards at Open Streets Days

in instances where we had partnerships with other safety and security structures.

## Public liability

In requesting an event permit, the applicant becomes responsible and liable for the space during the “event” and it is mandatory for the organiser to buy public liability insurance to cover themselves should any incident take place.

Part of our challenge to the regulatory framework is that Open Streets is not a special event. Rather, it is a chance to use streets for some of their original purposes (walking, playing, interacting etc), and for individuals to use the space at their own risk. We would also argue that if you remove motorised vehicles from a space, it becomes safer.

We recommend displaying indemnity notices in visible spots throughout the route to remind people they are entering the space at their “own risk”. Find an example indemnity notice under Resources on our website.

## Risk assessment

The City categorises events into varying levels of risk: low, medium and high. In our experience, it has categorised Open Streets Day as low-risk, as there is no alcohol allowed, no large stages or scaffolding and the car-free space has no threat of motor accidents. We’ve made sure to keep emphasising that it’s a low-key and relaxed environment, where people come together to create something positive and constructive.

# OPERATIONAL PLANS

**Making sure no cars enter the space is the most crucial operational aspect of an Open Streets Day, although there are many different areas you need to coordinate.**

In our experience, developing the following operational plans is necessary, both for an event permit and as a guide for making sure everything runs smoothly. You can find examples of them under Resources on our website.

## Traffic management plan

This should include information about which roads you need to close, what infrastructure and signage you need, and where you will position marshals. Meeting with City officials in the Traffic and Roads departments to discuss the route is a helpful part of developing this plan.

On the day, we work with traffic officers to implement the road closure. If it's a linear route, we close either end of the road (the main closure points) first and then the side streets. If it's not, the important thing is to identify where the most cars come from and close those points first to prevent new cars entering. Sometimes there is a side street that has a lot of traffic coming out of it. We are currently experimenting with cheaper, more effective ways of closing – or rather, opening – streets.



## Security plan

This should have the details of all safety and security crew (medics, security personnel, law enforcement officers, neighbourhood watch members etc) and how they will be deployed and coordinated on the day.

It's a good idea to include an outline of how to deal with potential scenarios, such as a lost child or a pickpocketing incident, so that you have a guide if they happen.

Fortunately, in our experience, an Open Streets Day is generally a safe environment with minimal threats.

## Urban management plan

There will be some waste generated during Open Streets, even if there are no food vendors involved. Start by checking if there are already public bins along your route. If not, you might have to bring some in for the day, especially if you want to include recycling facilities too. An effective measure is to have a team of litter pickers who can roam around throughout the day. You will also need to make sure there is a waste removal plan in place, which might be something the municipality can help with. We have received a lot of cleaning support from city improvement districts over the years.

## Vending plan

Although Open Streets is not a market, people do get hungry and thirsty, especially if they're playing games and being active. We only include food and drinks vendors, not any other types of goods. Draft an outline of how many vending spots will be available, where they will be and how to choose vendors.

### Things to keep in mind

- Give preference to vendors from the area
- Have a good mix of foods and drinks, and cater to different diets
- Ensure vendors have all the necessary certificates or licences and that their setup complies with health and safety requirements

## Service providers

There will be certain operations for which you will need to hire service providers. These include printing of materials, catering for volunteers, cleaning and waste removal. We have developed a service providers policy (find it under Resources on our website) that outlines how we choose service providers. We give preference to businesses located in the area of the Open Streets Day, and make sure we collect more than one quote for each job.

## Messaging and visuals can go a long way in establishing your initiative and getting publicity.

In our experience, drafting a manifesto that outlines our values and vision was crucial in shaping the programme and ensuring our key messages were consistent and true to our objectives. It has enabled us to explain the concept in a succinct way to a wide array of stakeholders. Our style guide, which you can find on our website under Resources, includes everything from the colours we use to the images and words we don't. For example, we steer clear of images of motorised vehicles and words such as "event".



### Branding on the day

We request that activity organisers only use discrete branding, such as a small banner, on the day. We do this to make Open Streets look and feel welcoming to all. With that said, it's important to recognise your partners and sponsors. We draft a brand plan for each Open Streets Day. It has clear guidelines for what brand collateral these partners and sponsors can bring along.

### How we developed our look

Open Streets Cape Town has a strong visual identity, which we have been developing with the help of graphic designers. Sometimes it's easier to explain what Open Streets is using imagery. We try and make sure that there is always a human element, to show that it's all about people.



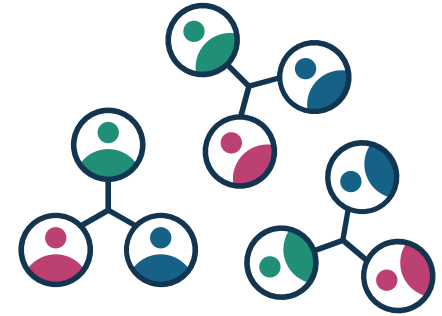
### What's in a name?

Open Streets takes place around the world and the term doesn't belong to anyone. It describes a concept that resonates in many different contexts. But you also get Sunday Streets, Streets Alive, Ciclovía and many more ...

# SPREADING THE WORD

Letting people know an Open Streets Day is taking place is how you will get lots of people to come along and participate.

Drafting a communications strategy in advance will help guide you. We've worked with very limited marketing budgets, so have maximised partnerships and prioritised local communities. The following steps outline our marketing process.



## 1. Segmentation of the audience:

identify the groups of people with whom you want to communicate, eg:

- Local residents
- Residents in other parts of the city
- School students
- Local businesses
- Listeners of a particular radio station

## 2. Material design:

showcase what is unique about your community.

- When we create our posters, sometimes we look for a local collaborator to reflect what's special and unique about the area.
- The poster can serve as the basis for other collateral such as flyers and T-shirts worn by volunteers.

## 3. Message development:

outline key information that you want to communicate, eg:

- Open Streets is a chance to reimagine streets as public space
- Everyone is welcome at Open Streets
- Open Streets is an opportunity to alternative modes of transport like cycling or public transport
- Open Streets is a way to connect communities

## 4. Channel identification:

decide what forms of communication you will use, eg:

- Social media platforms (Facebook, Twitter etc)
- Posters and other printed collateral
- Newspapers
- Online platforms
- Local radio stations
- Emails



# BECOMING A SOCIAL MEDIA BUTTERFLY

**Facebook, Twitter and Instagram are often the best ways to communicate with the public. And they're all free.**

Our “home base” is our website, but social media is how we reach out. We recommend getting to know what tools each platform offers and deciding how they can work for you.

For example, Facebook and Instagram allow you to broadcast live, which you could use to entice people to your Open Streets Day.

Knowing which segments of your audience use which social media platforms will help you tailor content to the right people at the right time.

It's also a good idea to stick to a timetable so that your audience knows when to expect you to post. This will keep them engaged. Remember, you can schedule posts in advance on most platforms.

**If you want to know if you're succeeding at getting your message across, look into the analytics tools these platforms provide. There are plenty of how-to guides related to this online.**

## Here's how we do it:

**Facebook** ([www.facebook.com/OpenStreetsCapeTown](http://www.facebook.com/OpenStreetsCapeTown))

Post five times per week (Monday to Friday); including:

- One or two posts linking to an article on our website
- One or two links to third-party articles relating to streets
- One behind-the-scenes post

**Twitter** (@OpenStreetsCT)

Schedule three posts per day; include:

- One or two posts linking to an article on our website
- One or two links to third-party articles relating to streets

**Instagram** (@openstreetscapetown)

Post images three times per week; include:

- One post linking to an article on our website
- One behind-the-scenes photo

**Posting “at” people is not the be-all and end-all of social media. It's as important to engage in conversations.**







## MONITORING AND EVALUATION

**The only way to know what is working and what isn't is to get input from people taking part.**

We've developed a variety of surveys to elicit feedback from different groups, including:

- participants
- vendors
- volunteers
- local businesses
- activity organisers

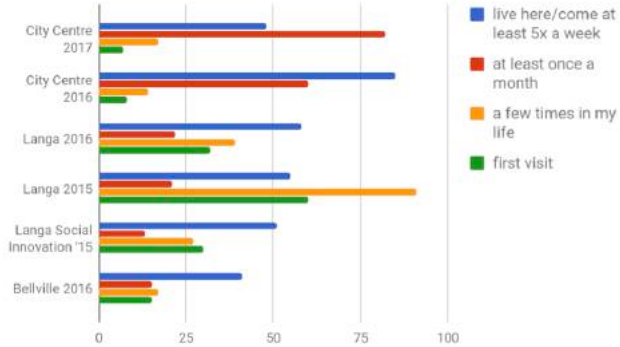
We keep the questions consistent for every Open Streets Day, just tweaking small things as we learn to make sure we are eliciting valuable information. This way, we've been able to undertake comparative analyses of demographics, travel modes, what people enjoy or don't enjoy and more.

Find example surveys under Resources on our website.

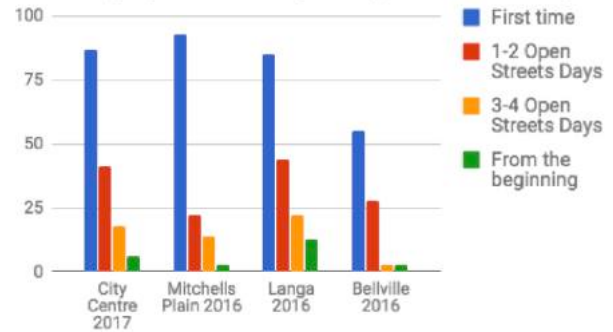
We've engaged with academics in the development of our surveys; however, we have not yet cracked the operations side of things to maximise this opportunity and increase the quality of our data collection. We advise looking for a partner with strong research skills to help train your volunteers in this area.

## Here are some examples of the questions we have asked in our surveys.

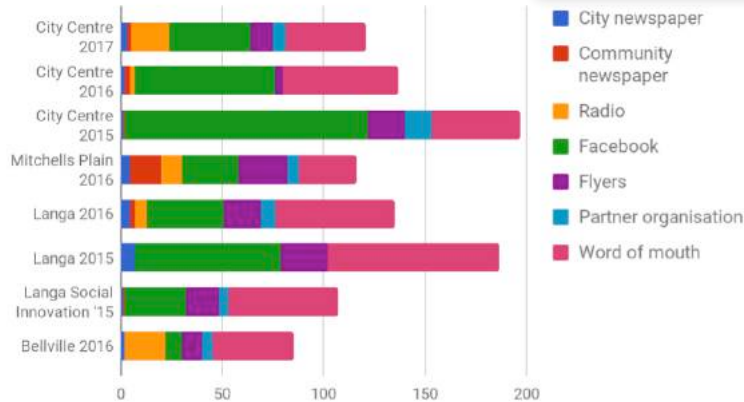
### What is your connection to the neighbourhood?



### How many Open Streets Days have you been to in the past?




### How did you first hear about Open Streets?




This is how an actual Open Streets Day unfolds. You will need to adjust the times for your own day, and allocate tasks to your team members and volunteers.






**10h00**

- Open Streets begins



**10h30**

- Set up for opening ceremony




**11h00**

- Opening ceremony



**12h00**

- Distribute lunches and water to volunteers




**14h30**

- Warn activity organisers they have 30 minutes to go




**14h45**

- Announce the road closure is about to end



**15h15**

- Do traffic sweep along the route




**15h00**

- Open Streets ends
- Inform participants and activity organisers it's over
- Start final cleaning sweep



**15h30**

- Move barriers to side
- Contractor collects cones barriers
- Marshals return to Info Hub with bibs



**16h00**

- Debrief at Info Hub
- Break down Info Hub
- Collect waste



# LET'S TALK ABOUT MONEY

Securing funding for Open Streets has been a difficult process. This is in part due to the many demanding priorities on local government, as well as the non-commercial nature of the programme. We have been fortunate to receive backing from the mayor in Cape Town and have been able to attract a few additional sponsors; namely two local trusts and a large retail brand.

We have also experimented with crowdfunding and asking for individual contributions. In the first instance, we struggled to gain momentum, but have seen successful campaigns in other cities and are very keen to explore this option again. In terms of individual funding, we have succeeded in engaging many individuals to provide in-kind support, which has been crucial to the development of the programme; however, we have not yet achieved consistent individual financial giving.

## Budget breakdown



### Operational costs

- Health and safety officer
- Medics
- Public liability insurance
- Security personnel
- Radios
- Road closure equipment
- Advanced notification signs
- No parking signs
- No entry signs
- Fencing
- Traffic officers
- Marshalls
- Bibs
- Transport
- Cleaning
- Waste removal
- Toilet hire
- Refreshments

### Communications and marketing

- Venue hire (public meetings)
- Design of posters, flyers etc
- Printing of posters & flyers
- Correx signage (parking, toilets etc)
- Filming
- Marketing on a local platform
- Media monitoring
- Flyer distribution
- Photography

### Staffing/management

- Operations assistant
- Coordination
- Volunteers (T-shirts, transport stipend)
- Contingency

# REMEMBERING WHY IT MATTERS



**Open Streets is a simple yet powerful concept that we strongly believe can have an impact on the social fabric of a city.**

When determining the value of an Open Streets Day, it's helpful to refer to our manifesto. As a platform, it should:

## **Enable safer and more cohesive communities**

Removing motorised vehicles from a street reduces risk to other road users. That's a given. An Open Streets Day brings a diverse group of people together in one place. We've seen how when people gather in numbers for a positive reason it creates a safe, inclusive space.

## **Provide a platform for creative expression of local cultures and values**

One of the great things about an Open Streets Day is that it encourages people to use a space in any way they wish, as long as it's legal. The street turns into a stage where people showcase their talents, skills, hobbies and passions.

## **Be a place for recreation and social interaction**

Hopefully there is a good mix of activities, and parts of the street will transform into a sports field or games board. Things like street cricket and giant chess lead to conversation and even friendship.

## **Contribute to job creation and local economic activity**

Bringing literal footfall to an area, especially one that doesn't usually attract locals and tourists, is good for its economy. Additionally, the "networking" value of an Open Streets Day is significant, as people have access to a wider audience. When we host Open Streets Days, we also strive to use local service providers where possible. And of course, the food vendors are able to benefit from the opportunity.

## **Provide choice in how we move around the city**

An Open Streets Day gives a glimpse of a new reality, one where private vehicle use is not inevitable. We always encourage attendees to arrive by public or non-motorised transport. And, of course, the route itself becomes a haven for cyclists and pedestrians.

# THE WORD ON THE STREET

Ultimately Open Streets is about people. Here's what they've enjoyed most in Cape Town.

"Open Streets brings people together and unites us all in love and peace. It shows us how to help, understand and teach each other."



"I loved cycling to Langa and seeing a part of the city

I didn't know by bike! Open Streets gave me a way to spend time in a place unfamiliar to me, without being overly conspicuous or having to be volunteering or something; I could just be there and see what it is like!"

"I enjoyed being able to walk around freely with my kids without worrying about cars in the streets."

"Open Streets is a nice way to explore an area of the city I had never been to."

"I enjoyed seeing the sights of the city in 'slow motion', which you normally don't get to see in a car."

"People felt safe"

"I liked seeing people enjoying sport and games in a very relaxed atmosphere for all shapes and sizes."

"I really enjoyed the fact that people could freely walk around in the street and partake in all the activities. Also, to see the kids having fun is always priceless."

"Due to the persistent segregation of Cape Town, as a visitor to the city I don't often get the chance to visit neighbourhoods outside my work area and house. I loved experiencing the vibe of Mitchell's Plain and meeting residents."

"Open Streets opened my eyes to the brilliance and uniqueness of the culture within the area. Often you hear about gang violence in the area so it was a privilege to see the place in such a positive light."

"Moving around with my wheelchair and engaging with different walks of life"





“Getting to know other people which is important because we live in closed-off communities in South Africa and Open Streets is a nice space to integrate.”



“Feeling at home, feeling free to mingle and do everything”

“To see the kids run up and down without fearing cars”



“I heard a kid saying ‘this is paradise, Mom!’”





## IMAGE CREDITS

Page 6: <http://bogotastic.com/2015/06/18/sunday-is-family-day-Ciclovía-brunch-the-club/>

Page 11: Marcel Duvenage

Page 15: Bruce Sutherland

Page 17: Bruce Sutherland

Page 25: Mzikhona Mgedle

Page 28: Zuhayra Nordien, Rory Williams and Ference Isaacs

Page 29: Ference Isaacs

Page 31: Bruce Sutherland

Page 32: Bruce Sutherland

Page 33: Rebecca Campbell

Page 42: Rory Williams

Page 48 & 49: Rory Williams

Page 50: Tahirih Michot

## ONLINE RESOURCES

You can find the following under the Resources tab on our website: [www.openstreets.org.za](http://www.openstreets.org.za).

- Memorandum of understanding
- Footprint layout
- Project plan
- Press release
- Flyer
- Poster
- Road closure letter to residents
- Talking Streets Toolkit
- Public meeting announcement
- Link to apply for an event permit in Cape Town
- Indemnity notice
- Traffic management plan
- Security plan
- Urban management plan
- Service providers policy
- Open Streets Cape Town style guide
- Communications plan
- Surveys



-  [www.openstreets.org.za](http://www.openstreets.org.za)
-  [info@openstreets.co.za](mailto:info@openstreets.co.za)
-  [@OpenStreetsCT](https://twitter.com/OpenStreetsCT)
-  [OpenStreetsCapeTown](https://www.facebook.com/OpenStreetsCapeTown)
-  [OpenStreetsCapeTown](https://www.instagram.com/OpenStreetsCapeTown)

Open Streets Cape Town is a non-profit organisation working to create shared spaces that help bridge spatial and social divides in our city.