

PINK ZONE MANUAL

MAKING SMALL POSSIBLE

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Written by
Gianni Longo
Brian Falk

the project for
LEAN
URBANISM

Design by
Joanne Braga

More tools and information at
www.leanurbanism.org
info@leanurbanism.org

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CONTENTS

INTRODUCTION AND DEFINITIONS	4
IS A PINK ZONE RIGHT FOR YOU?	7
BEFORE YOU START	11
LEAN SCAN ASSESSMENT	15
PINK ZONE WORKSHOP	20
IMPLEMENTATION AND EVALUATION	24
APPENDIX	29

INTRODUCTION AND DEFINITIONS

WHAT IS LEAN URBANISM?

Lean Urbanism is an international campaign to facilitate small-scale economic development and enable neighborhood revitalization. The Project for Lean Urbanism is dedicated to “Making Small Possible” by providing free tools, low-cost solutions, and technical assistance to level the playing field for small projects, allowing more people to participate in building their homes, businesses, and communities. Unleashing the power of small actors and small projects enables community-driven growth and revitalization, with residents and business owners not only participating in but also leading and benefitting from the efforts.

WHY LEAN URBANISM?

Lean Urbanism recognizes the value that vibrant, thriving networks of small businesses, small spaces, and small developments bring to their communities. They contribute to local markets by making them more diverse, robust, and sustainable. They help local economies by providing more jobs and keeping wealth local. They contribute to inclusivity and shared prosperity by enabling participation in community-building. And they strengthen local tax bases by contributing significantly more property and sales taxes per acre while costing much less for infrastructure and services.

Lean Urbanism also recognizes that placing the same requirements on all projects regardless of scale puts a disproportionate burden on small projects. It is a pragmatic response to the reality that complex requirements and processes impede small businesses and projects and favor big projects by big companies and developers.

WHAT ARE PINK ZONES?

Pink Zones are areas where Lean Urbanism strategies are implemented. They are areas where red tape is lightened, where barriers are lowered, where it’s easier, faster, and cheaper to create small businesses and develop small properties. When tested and proven effective, those strategies can be applied to other parts of communities.

Pink Zones are typically small, carefully defined locations that contain viable mixes of homes and businesses. Their small size makes it possible to concentrate resources, focus public and private initiatives, and energize existing businesses and residents.

HOW DOES LEAN URBANISM WORK?

Lean Urbanism unleashes the power of small-scale economic development by identifying barriers to small-scale development and entrepreneurship and by finding low-cost and straightforward solutions to lower those barriers. The solutions are implemented in Pink Zones to encourage and facilitate the creation of small businesses and enable revitalization in specific areas.

Regulatory and procedural barriers include zoning regulations, rigid building codes, utility and public works requirements, as well as lengthy, unpredictable, and seemingly random approval steps. Solutions include streamlining zoning requirements and permitting processes, adopting building codes that don't inhibit renovation, and using pre-approved plans to make approval fast and predictable.

Economic barriers include costly fees and requirements, limited access to capital, and depressed real estate markets. Solutions include waiving, deferring, or rightsizing fees and enlisting community-development financial institutions (CDFIs) to make loans more readily available.

Meantime Uses are a unique feature of the Lean Urbanism approach, designed to accelerate small-scale economic development. They are small, temporary projects that can start quickly and inexpensively. They include events and activities as well as the temporary use of residential or commercial buildings manufactured off-site. They provide great flexibility to adjust to market conditions. They help reverse negative perceptions, demonstrate the viability of small-scale development in difficult markets, and motivate aspiring developers, entrepreneurs, and property owners to act. They can be useful to jump-start Pink Zones or to provide opportunities throughout the process. (More information on Meantime Uses can be found in Appendix H, page 45)

HOW TO USE THIS MANUAL

The Pink Zone Manual will guide you through sequential and detailed instructions to help you implement a Pink Zone in your community. It consists of five sections:

- **Is a Pink Zone Right for You?** helps you set your goals and identify who can help you in your effort.
- **Before You Start** focuses on selecting candidate Pink Zone areas, preparing talking points, informing the community, and collecting relevant data.
- **Lean Scan Assessment** identifies assets, barriers, and solutions within the Pink Zone.
- **Pink Zone Workshop** brings together municipal departments and other relevant parties to agree on new protocols for the Pink Zone.
- **Implementation and Evaluation** describes how to make the new Pink Zone protocols operational and ensure their effectiveness.

The Pink Zone Manual emphasizes action. Each section is broken down into **Steps** and includes a **To Do** list with specific actions to take. The Manual also includes an **Appendix** with additional checklists, talking points, handouts, and interview guides to use while creating the Pink Zone.

Read the Manual and highlight what is relevant for your community. Use it and share it with people you intend to recruit, seek advice from, or otherwise engage.

Keep in Mind

Throughout this tool, “you” and “your team” refer to the team implementing the Pink Zone. The composition of the team will change depending on your community and on the tasks at hand.

IS A PINK ZONE RIGHT FOR YOU?

First be sure a Pink Zone is right for your community and that you have the support needed to make it happen. Take the time to answer these questions before beginning your Pink Zone project.

Questions

- What Do You Want to Achieve?
- Can You Convene a Team to Help You?
- Do You Have the Institutional Support You Need?

WHAT DO YOU WANT TO ACHIEVE?

You should be clear about what you want to achieve by implementing a Pink Zone. Ask yourself: What problems need solving in your community? Which tools and strategies would help you solve them? What would motivate individuals to support your initiative? What would persuade municipal departments to change long-established protocols?

Here are some expected outcomes of Pink Zones. Would these changes benefit your community?

- Lower financial burdens to starting new businesses;
- Fewer bureaucratic barriers that stifle entrepreneurs;
- New opportunities for incremental economic and physical change even when resources are limited;
- Revitalized areas and neighborhoods; and
- Increased possibilities for residents and businesses to participate in and benefit from revitalizing their neighborhoods.

And here are some strategies often employed in Pink Zones. Would these help your community achieve those outcomes?

- Adopt simplified zoning regulations and protocols.
- Provide training and assistance to small-scale businesses and developers.
- Rightsize or waive fees.
- Jump-start economic development with temporary events and activities to activate properties and buildings “in the meantime,” leading to more substantial improvement.
- Help novice developers navigate approvals and inspections.
- Make loans more readily accessible.
- Test new ideas in a small area and learn what can be replicated in other neighborhoods.
- Make it easier for residents to build their homes, businesses, and communities.

If you believe these types of results and strategies could benefit your community, develop your list of desired outcomes and use it when introducing your

project, recruiting people to help you, and approaching private institutions and municipal departments for their support.

Additional resources are available at www.leanurbanism.org. You can also contact the Project for Lean Urbanism to request speakers and facilitators to help raise awareness of the value of small-scale economic development and for technical assistance in creating Pink Zones.

CAN YOU CONVENE A TEAM TO HELP YOU?

Your next step is to identify individuals who can help you with the many actions required to implement a Pink Zone. The skills you need in the early stages include managing people, communicating, planning and scheduling activities, data gathering and compiling, and conducting interviews. You should be able to find individuals with these skills in your community.

Assemble a small group first. Recruit people who share your goals, with the understanding that the size and composition of the group will change at various stages throughout the project. As you proceed with implementation, skills will become more technical and specialized. You will then need people who can draft ordinances, assist in their adoption, and understand real estate financing and lending. You can find these skills in governmental, private, and nonprofit entities that routinely deal with redevelopment issues and regulations.

Keep in Mind

Throughout the process, your team will need the expertise of individuals who understand how to start small businesses and do small-scale development. These skills are less common. Consider retaining an outside consultant with experience in those areas and look for municipal, nonprofit, or corporate sources of funding to pay for those services. In addition to free tools, the Project for Lean Urbanism offers technical assistance.

DO YOU HAVE THE INSTITUTIONAL SUPPORT YOU NEED?

Implementing a Pink Zone is a complex undertaking that will require the participation of many players. Below is an extensive list of public and private entities that can help with implementing a Pink Zone. Identify which organizations are relevant to your community and this project, meet with key individuals, present your plans, and enlist their support.

- **Municipal departments:** You must establish a strong relationship with departments such as planning and zoning, economic development, transportation, code enforcement, and public works. Without their support, implementing a Pink Zone may be impossible.
- **Officials:** Your mayor, city council members who have jurisdiction over your Pink Zone areas, and the city manager can bring municipal resources to the table, unlock staff support, and are also needed if formal adoptions are required.
- **Developers and property and business owners:** They are familiar with barriers to development and entrepreneurship, have the know-how to get around them, and can suggest changes for the Pink Zone.
- **Economic and urban development authorities:** Their missions and services are typically aligned with and support the goals of small-

scale entrepreneurs and developers. These entities own land or have the power to acquire it and are often exempted from compliance with zoning and other regulations.

- **National and local nonprofits active in neighborhoods:** Organizations such as Habitat for Humanity have extensive knowledge of redevelopment issues, creative financing, and production of affordable housing. They may also offer training and technical assistance to entrepreneurs, small-scale developers, and first-time homebuyers.
- **Neighborhood associations and community groups:** They can build local support for your effort and contribute granular knowledge about potential Pink Zone areas.
- **Local banks and business organizations:** They can help with funding and business-development expertise and are familiar with market conditions and trends.
- **Land Banks:** They hold and can acquire land for redevelopment.
- **Public Utilities (water, electrical, etc.):** They often have costly and lengthy requirements that affect redevelopment.
- **The Housing Authority:** It could partner with your effort if it has properties in or adjacent to the Pink Zone.

Keep in Mind

If your initial contacts are unsatisfactory, consider approaching different individuals and trying again.

CAN YOU IMPLEMENT THE PINK ZONE QUICKLY?

Speed is crucial to a successful Pink Zone. Circumstances can change quickly, making implementation difficult or impossible — a department head or elected official can leave, another project can siphon attention and resources, an important team member can drop out. And enthusiasm can wane when a project lags and results aren't seen.

If you have the right answers to the previous questions, start the project as soon as you can. Complete each phase promptly, and schedule the next phase to start soon after.

Maintain momentum. This is especially important in the Implementation phase, when it comes to technical matters such as writing changes to the zoning code and the political process of getting them adopted.

Move with a sense of urgency and you will reduce the potential pitfalls for your project.

TO DO



IS A PINK ZONE RIGHT FOR YOU?

<input type="checkbox"/>	Create a list of desired outcomes of implementing a Pink Zone in your community.
<input type="checkbox"/>	Share that list with people you wish to involve, and adjust it based on feedback.
<input type="checkbox"/>	Assemble a small group to help you initiate the process.
<input type="checkbox"/>	Develop a list of organizations and institutions you want to contact.
<input type="checkbox"/>	Reach out to individuals within those entities to gauge their interest and support.

BEFORE YOU START

Prepare for your Pink Zone project by making a list of possible locations, gathering information, and sharing your plans with the community.

Steps

- Identify Candidate Pink Zone Areas
- Prepare Talking Points
- Inform the Community
- Gather Data

IDENTIFY CANDIDATE PINK ZONE AREAS

Identifying candidate areas for the Pink Zone will make your effort real in the eyes of those organizations and individuals who can help you.

You may already have a neighborhood in mind because you live there or because you believe it is ready for small-scale economic development. If that is the case, you can move on to the next step.

If you do not have an area in mind, start by making a list of neighborhoods to visit and survey. At this early stage, look for a neighborhood or area that offers a mix of building types, sizes, and uses. Look for opportunities such as vacant lots, abandoned buildings, and buildings to renovate. Look for signs of private improvements like cleared yards and fixed porches that indicate residents care about the area. Also, look for recent public investments such as new parks, sidewalk improvements, and stepped-up maintenance.

Look for assets such as proximity to downtown and employment, cultural amenities (a museum or a library, for example), a revitalizing neighborhood, newly estab-

lished businesses (a brewery or a business incubator), and major institutions (a hospital complex, a university).

Look for evidence of local entrepreneurship and leadership such as business owners and small developers who have pioneered positive change in the neighborhood. Look for strong neighborhood associations, engaged residents, and skilled advocates. Look for active local business improvement districts and community development corporations or national nonprofits such as Habitat for Humanity.

A checklist of such indicators is included in Appendix C on page 34. Modify the list based on local conditions and use it to gain consistent and comparable information on the areas you visit.

You may learn that one or more candidate Pink Zone areas have poor market conditions that do not justify investments or negative perceptions that keep investors away. These are often first-order problems that need to be addressed before an area can benefit from the removal of regulatory or procedural barriers. You may determine that the area in

question is not appropriate for a Pink Zone. Or, if you are intent on working in that area, you may decide to begin with the introduction of Meantime Uses. These are described in Appendix H on page 45, and can help change perceptions, improve market conditions, and make addressing regulatory issues a viable strategy.

Keep in Mind

At this stage, your task is to identify viable locations for a Pink Zone, not to select one or define its specific boundaries. That will happen during the Lean Scan.

PREPARE TALKING POINTS

The members of your team who make presentations and conduct interviews should familiarize themselves with talking points about the project and use them every time they reach out to a new group or individual.

A list of talking points with definitions, benefits, and the Pink Zone process is included in Appendix A on page 30. Add to that list the desired outcomes from the previous section and a brief explanation of why you have chosen the candidate Pink Zones.

Tailor the talking points to match the available time and circumstances of each meeting (formal or casual, one-on-one or small group). Because time is so variable, you should prepare a leave-behind handout that includes all the essential points. A sample handout with information about Lean Urbanism and Pink Zones is in Appendix B on page 31. Adapt it as needed for your community and your project.

Keep in Mind

More in-depth information about Lean Urbanism and Pink Zones is available online at www.leanurbanism.org.

INFORM THE COMMUNITY

Inform the community about your plans to create a Pink Zone as soon as it is feasible, and make it an ongoing activity that continues until the end. Conduct formal, face-to-face information sessions with the individuals and institutions you need to recruit, and inform the community at large using conventional printed and electronic media, social media, and public presentations. You can find articles, papers, books, and videos at www.leanurbanism.org, and the Project for Lean Urbanism can refer speakers to help raise awareness of the value of small-scale economic development and the benefits of Pink Zones. This will optimize support for creating the Pink Zone and increase community participation in the activities it enables.

Buy-in is essential. Independently from your background — whether public sector, business, or neighborhood — you need to establish yourself and your team as a reliable and transparent source of information. Transparency will build trust in what you do, and that trust will translate into goodwill and support when implementation comes around.

Keep in Mind

Even though the creation of a Pink Zone involves multiple stakeholders, it should not be confused with a public-engagement process with open calls for public comment. The goal is not to develop community consensus on a vision or master plan. Instead, it is to bring together individuals and institutions that support what you are doing, can identify problems, and have the authority and ability to make the necessary changes.

GATHER DATA

This should be a brisk and very selective activity that relies entirely on readily available information and focuses on two types of data sets: maps and socio-economic trends. The objective is to produce a brief snapshot of the physical, social, economic, and regulatory conditions in your candidate Pink Zone areas.

Most municipalities have an extensive collection of maps available to the public. Maps can be challenging to use for a lay team, but municipal departments can help navigate them. Focus on:

- Underlying street maps that help you when visiting locations;
- Land-use maps that give you an idea of what uses are preferred for your area;
- Zoning maps that tell you what current regulations permit; and
- Maps of vacant, abandoned, foreclosed, and land-banked properties.

Data on socio-economic trends are also readily available through municipal departments and organizations such as Chambers of Commerce and economic development entities. Compare data from the candidate Pink Zone areas to the rest of the city and to each other. Look for:

- Number of applications for building permits to show recent construction and renovation activities;
- Real estate sales records to show how many buildings or lots have changed hands and at what prices; and
- Data and trends on rental levels, local migration, residents' age, and income.

Keep in Mind

Be succinct. You will later supplement these datasets with the results of interviews, additional site visits, and interaction with municipal agencies to create a more rounded picture of the characteristics and potential of your candidate areas.

TO DO



BEFORE YOU START

<input type="checkbox"/>	Develop a list of neighborhoods to consider.
<input type="checkbox"/>	Walk or drive through those neighborhoods.
<input type="checkbox"/>	Take photographs and document your findings.
<input type="checkbox"/>	Compile the results of your visits (more than one visit might be necessary).
<input type="checkbox"/>	Select one or two candidate areas that best match your list of indicators and goals.
<input type="checkbox"/>	Customize the initial list of talking points suggested in Appendix A on page 30.
<input type="checkbox"/>	Develop a personalized script if doing so makes you more comfortable.
<input type="checkbox"/>	Produce an introductory handout adapted from the model in Appendix B on page 31.
<input type="checkbox"/>	Announce your project and begin a public information campaign.
<input type="checkbox"/>	Gather data to analyze conditions and trends in the Pink Zone candidate areas.
<input type="checkbox"/>	Use the data you gather when selecting a Pink Zone location and later when evaluating the effectiveness of the Pink Zone.

LEAN SCAN ASSESSMENT

The primary purpose of the Lean Scan is to identify barriers to small-scale economic development and potential solutions to lower those barriers. This will set the agenda for the Pink Zone Workshop.

Steps

- Schedule Interviews
- Meet with Municipal Departments
- Interview Stakeholders
- Finalize the Pink Zone Location and Boundaries
- Follow-up with Municipal Departments
- Write the Lean Scan Report

SCHEDULE INTERVIEWS

Schedule interviews with all interests (public and private) likely to be affected by your activities. Include supporters who can help your project as well as skeptics who might hinder it.

Start with the list of organizations on page 8. Include as many groups from that list as possible, but be sure to interview municipal departments, property and business owners, small developers and entrepreneurs, lenders and investors, and community groups and residents. Offer one-on-one interviews to individuals such as elected officials and property owners or developers who don't want to share their plans with a larger group. Interview municipal staff separately from private-sector stakeholders to encourage each to speak candidly and to avoid antagonism. Assign team members to specific interviews based on their skill sets and expertise.

Set a block of time of one to two weeks to conduct the interviews. Seventy-five minutes is a good length for each meeting. Keep the interview groups small — at most ten to twelve people, but usually only a few. Larger groups are challenging to manage, take longer to interview, and require bigger facilities. Homogeneous groups (of developers, for example) enable deep dives into specific areas of expertise. Diverse groups offer a variety of perspectives and experiences. Be flexible to accommodate stakeholders' schedules and increase participation. Schedule a team meeting at the end of each day to share information, prepare for the next day, and compile findings.

Keep in Mind

In addition to being critical sources of information, the interviews are also a recruiting tool. Use them to identify people who can champion the Pink Zone and help with implementation.

MEET WITH MUNICIPAL DEPARTMENTS

The support of municipal department heads and their staff is crucial to the success of your project. Meet with them to understand the responsibilities of each department, to get a clear picture of how the departments interact with one another, and to introduce yourself and the Pink Zone project.

Be sure to meet with municipal departments responsible for licensing new businesses, collecting business fees, administering planning and zoning, issuing construction permits, and performing field inspections for code compliance. Also meet with economic development and urban development agencies to learn about assets such as properties and training and loan programs that can be deployed in the Pink Zone. The list will vary from city to city, but these are the functions that most affect the ability of entrepreneurs and novice developers to become involved.

In the course of the meetings, you should:

- Introduce Lean Urbanism, explain how it can benefit your community, and detail what you plan to accomplish.
- Ask questions about each department's areas of responsibility, internal organization, and procedures for customer interactions.
- Inquire about problems they encounter in their practice and how they address them.
- Establish how you will interact moving forward during the Pink Zone Workshop and during the implementation and evaluation phases.

Appendix D on page 36 is an interview guide for meetings with municipal departments. Modify the questions based on local conditions.

Keep in Mind

Municipal departments are often organized as silos and operate independently. This is a common obstacle to small-scale enterprises, so it is critical to understand how they communicate and collaborate with one another.

INTERVIEW STAKEHOLDERS

Group and one-on-one interviews with local stakeholders are the essential means to gain specific information on barriers to small-scale economic development in your community. In the interviews you will hear real-life stories of successes and failures, and you will identify the issues to address and the solutions to propose in the Pink Zone Workshop.

How much useful information you gain from the interviews will depend on how well you prepare. Start by developing a meeting agenda to ensure that interviews follow a consistent pattern and yield comparable results. Divide it into three parts:

- A brief introduction to Lean Urbanism that includes your goals, the candidate Pink Zone locations, and an update on your progress;
- Ample time dedicated for questions and answers; and
- A short networking period at the end to identify other stakeholders to interview, potential supporters, and implementation champions.

Appendix E on page 38 is an interview guide for meetings with stakeholders. The guide contains general questions to ask all groups and questions that are specific to the stakeholders' areas of expertise. Customize the interview guide for each interview and use it to ensure you get the information you need. Appendix F on page 41 contains a brief list of conditions you are likely to encounter in your community and can help

you focus your questions. A more extensive list of common obstacles and strategies is in Appendix G on page 42.

Keep in Mind

Because interviews with municipal departments are a prelude to changes in protocols that will take place during the Pink Zone Workshop, you should involve department heads from the start to establish relationships with them, gauge their willingness to consider changes, and ensure their continued participation.

FINALIZE THE PINK ZONE LOCATION

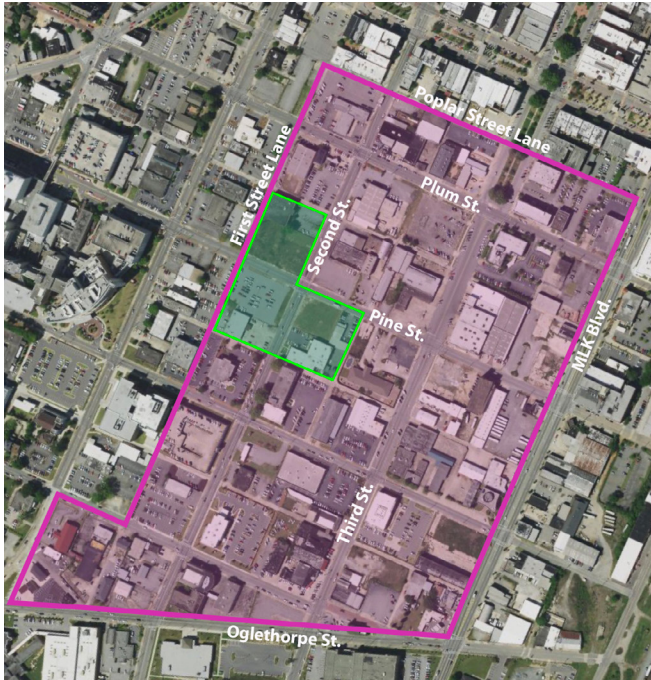
As previously noted, the Pink Zone should be small — the smallest size that includes sufficient opportunities for sustainable and replicable small-scale economic development. Conditions that make a Pink Zone successful include:

- **A mix of homes and businesses:** If you are considering a commercial area, expand the boundaries to include homes within an easy walking distance. If you are looking at a mostly residential area, include a neighborhood main street or corner properties that can host small businesses.
- **Empty lots:** Small vacant lots within the residential fabric are excellent infill opportunities. Large empty lots can be subdivided into smaller ones. Both conditions favor small-scale redevelopment.
- **Improvements:** Streetscape improvements can encourage other investments in an area. Look for those and for signs of investors' interest — new sidewalks, good lighting, striped bike lanes, renovated properties, new businesses.
- **Ownership patterns:** Publicly owned land is often exempted from some types of regulations such as zoning. Multiple properties

owned by the same person or family could present opportunities. Interview the owners to understand their goals and measure their interest in participating in the Pink Zone.

- **One-of-a-kind buildings:** These represent liabilities that can be turned into assets when creativity and incremental development are applied. They are easily recognizable because of their construction (brick versus wood), use (a former post office or firehouse in a residential neighborhood), or size (a warehouse or a tiny storefront).
- **Market conditions:** An overheated market can make small-scale economic development difficult. Land prices may be so high that only large projects are feasible, and commercial space may be too expensive for shoestring startups. In a stagnant or depressed market, sale or rental prices may be too low to justify the costs of construction or renovation, and entrepreneurs may not want to locate there. Meantime Uses may be needed to provide low-cost opportunities in an overheated market or to improve one that is stagnant or depressed. (See Appendix H on page 45 for more info.)

Return to the candidate areas you selected during Preparation. Ask local Council members or knowledgeable residents or business owners to lead tours of each area. Do this at the same time as you conduct stakeholder interviews so you can engage with as many residents and businesses as possible and learn from their perspectives. Short feedback loops will enable you to progress swiftly and transparently. Based on your visits, interactions, and the factors above, select the location for the Pink Zone and map its specific boundaries. Be as precise as possible mapping the boundaries, even drawing along property lines if there are reasons to include or exclude certain parcels.



Define the exact boundaries of the Pink Zone and include a map in the report.

Keep in Mind

If a single Pink Zone does not meet all of your criteria, consider designating an additional Pink Zone with complementary characteristics. Two or even three minuscule Pink Zones that together have the conditions you seek are better than a single one that is too big.

FOLLOW UP WITH MUNICIPAL DEPARTMENTS

Schedule a second round of meetings with municipal departments toward the end of the Lean Scan. It is vital to secure the participation of department heads and top-level staff. You need the former to discuss policy changes and the latter to provide technical information that will help you prepare for the Pink Zone Workshop.

The specific content of these follow-up meetings will change from place to place. Design a meeting agenda that helps you to:

- Review relevant issues and strategies identified in the Lean Scan;
- Clarify new issues raised by stakeholders;
- Fill gaps in information from previous municipal interviews;
- Identify and agree on the issues and strategies to address during the Pink Zone Workshop; and
- Review the location and boundaries of the Pink Zone.

PREPARE THE LEAN SCAN REPORT

At the end of the Lean Scan, you should be clear about the area you have selected for the Pink Zone, its boundaries, and the issues to address and strategies to propose in the Pink Zone Workshop. Compile that information into the Lean Scan Report. The report should be concise and summarize what you learned during the Lean Scan. It should provide:

- An explanation of your methodology;
- The rationale for the selection of the location and boundaries of the Pink Zone; and
- A description of the obstacles identified and the changes recommended.

Use the report as a handout during the Pink Zone Workshop.

TO DO



LEAN SCAN ASSESSMENT

<input type="checkbox"/>	Finalize the list of groups and individuals to interview.
<input type="checkbox"/>	Identify candidates for one-on-one meetings.
<input type="checkbox"/>	Assign team members for specific interviews.
<input type="checkbox"/>	Schedule interviews.
<input type="checkbox"/>	Customize the interview guides in Appendix D on page 36 and Appendix E on page 38.
<input type="checkbox"/>	Meet with municipal departments.
<input type="checkbox"/>	Meet with stakeholders.
<input type="checkbox"/>	Introduce the candidate Pink Zone locations during the interviews;
<input type="checkbox"/>	Gather the team after each meeting to compile a summary of your initial discussions with municipal departments.
<input type="checkbox"/>	Finalize the location and boundaries of the Pink Zone.
<input type="checkbox"/>	Follow-up with municipal departments.
<input type="checkbox"/>	Prepare the Lean Scan Report.

PINK ZONE WORKSHOP

The Pink Zone Workshop is the decision-making step in the process. Its purpose is to reach agreements on new protocols that make it possible for small-scale entrepreneurs and developers to succeed.

Steps

- Select the Workshop Format
- Prepare for the Workshop
- Conduct the Workshop

SELECT THE WORKSHOP FORMAT

The following formats have proven effective for conducting the Pink Zone Workshop. To be successful, your team will have to coordinate many institutions, organizations, and individuals to work together smoothly and toward the same goals. Consider the strengths and weaknesses of these formats and select the one that will work best in your community.

Individual Meetings

In this format, your team will conduct a series of separate meetings with municipal and non-governmental entities.

- **Strengths:** This format allows for more in-depth discussion, leads to more detailed solutions, and is easier to schedule.
- **Weaknesses:** The negotiations take longer to complete because there is no cross-referencing of solutions with other relevant entities. The format requires follow-up meetings to reconcile results and revisit issues that cross department lines.

Interdepartmental Meeting

In this format, all relevant municipal parties participate together in a day-long workshop. You will discuss barriers and solutions serially with the responsible departments, while other departments are available to answer questions and collaborate on solutions.

- **Strengths:** Having all parties together gives participants the full picture of conditions, goals, issues and strategies; it emphasizes shared responsibility; it helps to identify and more quickly address cross-departmental issues.
- **Weaknesses:** This format requires a persuasive convening authority to deliver top department personnel and on-the-ground staff to the meeting and to set a cooperative, constructive tone for the process; it requires coordination of many schedules; it gives a stage to naysayers, which could affect others' willingness to cooperate; it is less time-efficient for the participants who have to wait their turn to engage. This format still requires separate meetings for non-governmental entities and follow-up to reconcile the results from all of the meetings.

Mini-Charrette

In a mini-charrette you set up a studio space in an accessible location large enough for group meetings and individual workstations. Both municipal and non-governmental entities meet at the studio and work together to identify solutions. The studio should be open for two or three days and staffed by your team. It is preferable to locate the studio within the Pink Zone.

- **Strengths:** The mini-charrette format allows flexibility for scheduled and unscheduled meetings; all activities take place in the designated studio, providing a physical focus to the proceedings; it sets up a collaborative spirit between the team and the outside participants, as they can work together on solutions; participants can return to address questions or unresolved issues; if your team has drawing skills, it can create specific plans and project types to help visualize change in the Pink Zone.
- **Weaknesses:** The format requires more time, space, personnel, and skills.

PREPARE FOR THE WORKSHOP

The most sensitive step in preparation for the Workshop is to determine who should be at the table. Government participation is a must, as the majority of changes often fall under the responsibilities of municipal departments. In those cases, it is impossible to conduct a successful workshop (and a successful implementation) without willing and extensive government participation.

In some cases, it may be necessary to address market conditions before regulatory changes can lead to economic development. Meantime Uses, the quick, temporary, and low-cost strategies described in Appendix H on page 45, might be the focus of the Pink Zone in those cases. In others, you might need to begin with Meantime Uses to prepare the market to take advantage of new protocols. In any of these cases, you must also bring to the table event organizers, developers with experience in small-scale and temporary development, and local property owners.

Once you have established who should participate in the workshop, you have several tasks to work on simultaneously.

- Find a single location to conduct most or all of the Workshop meetings to minimize travel time and keep the team together. Be sure the site can hold both small and large meetings. An interdepartmental meeting, for example, can involve many people at once. The mini-charrette requires studio as well as meeting spaces.
- Gather the supplies you need. Depending on your format, this includes tables, chairs, projectors, flip charts, white boards, drafting tools, etc. If an outside facilitator or consultant is involved, make arrangements for their participation.
- Create a schedule, dividing the workshop into time slots. For each day, set aside time for meetings with outside entities and time for team meetings. Leave a few unassigned times for unscheduled meetings and Pink Zone site visits. Distribute the schedule internally and be sure essential outside entities are invited.
- Prepare a brief presentation for each meeting that lists all issues pertinent to that entity. It should make a case for the changes you are advocating, including the factual information you have gathered and, whenever possible, examples of how regulations and protocols burden small entrepreneurs and developers. Quantitative data increase the objectivity of your case. Real-life stories make your case tangible and often highlight unintended burdens placed on small projects that may not be known by the agencies administering them.

CONDUCT THE PINK ZONE WORKSHOP

During the workshop, your job is to reach agreements on specific issues, strategies to address them, and specific protocols to make them work. Focus on one issue at a time and see what consensus you can achieve. If a proposed strategy is not feasible or meets resistance, be flexible and look for alternative solutions. Refer to the list of issues and strategies in Appendix G on page 42 for other ideas.

When you reach an agreement, identify:

- The entity responsible for implementing that agreement;
- Other entities that can help; and
- Specific actions and steps needed to put the new protocols in place.

Clarity on these items will help you prepare an effective Action Plan and ensure the work is accomplished. It will also help you modify the composition of your team as you gear up for implementation.

Keep in Mind

Workshop negotiations can be complex. You may wish to bring in a facilitator if important issues seem contentious, or outside help with the expertise to address legal, economic, and specific small-scale economic development and investment issues. In addition to providing this manual and other tools, the Project for Lean Urbanism offers technical assistance for creating Pink Zones.



TO DO



PINK ZONE WORKSHOP

<input type="checkbox"/>	Select the Workshop format that best matches your capacity and resources.
<input type="checkbox"/>	Schedule the Workshop as close as possible to the end of the Lean Scan — ideally within three to four weeks.
<input type="checkbox"/>	Develop a list of all entities to invite.
<input type="checkbox"/>	Confirm the participation of the key individuals who have the authority and knowledge to reach agreement on changes.
<input type="checkbox"/>	Select a location for the Workshop.
<input type="checkbox"/>	Gather the supplies you need and attend to other logistics.
<input type="checkbox"/>	Create a schedule for the Workshop.
<input type="checkbox"/>	Prepare presentations.
<input type="checkbox"/>	Conduct the workshop.

IMPLEMENTATION AND EVALUATION

Once you have agreements on new protocols from the Workshop, be sure they are put into effect, tested with real projects, and adjusted if needed.

Steps

- Write the Action Plan
- Reorganize Your Team
- Keep Implementation on Track
- Communicate
- Assist
- Measure, Evaluate, Adjust

WRITE THE ACTION PLAN

The Action Plan is a brief report that identifies actions, steps, and responsible parties to implement the Pink Zone's recommendations. It should be both practical and inspirational, providing specific guidance on implementing each action while pursuing the goal of making entrepreneurship and small-scale development possible in your community.

The Action Plan should be the go-to document for anyone involved in implementation. Share it with your team and with the public and private entities responsible for implementation. Also share it with individual entrepreneurs and novice developers, posting a list of the new opportunities available in the Pink Zone on your website and on the websites of the organizations that support your effort.

The Action Plan should:

- Describe the process you followed, the local stakeholders and municipal staff you interviewed, and what you learned from them.
- Explain the rationale for selecting the Pink Zone location and boundaries and include a map so readers can orient themselves.
- Explain the issues and strategies identified in the Lean Scan.
- Outline the agreements reached during the Pink Zone Workshop.
- List actions and specific implementation steps for each proposed change.
- Identify the entities responsible for implementing each action and step, the entities that can provide support, and deadlines for completion.

Write actions and steps using action verbs and make them simple and straightforward. Consider creating an at-a-glance matrix that summarizes all implementation recommendations. A model for a simple, stand-alone

implementation matrix to supplement the text of the Action Plan is in Appendix I, on page 48.

REORGANIZE YOUR TEAM

The role of your team changes dramatically as the Pink Zone moves into implementation. It will no longer be involved in day-to-day operations. While the team may remain in charge of implementing a few distinct steps, for the most part, its role will change to coordinating with and supporting the entities tasked with implementing the Action Plan.

The reorganized team will have five primary responsibilities:

- Communicate progress.
- Ensure that the recommendations of the Action Plan are implemented promptly.
- Lend assistance to attract new players.
- Monitor implementation and evaluate the effectiveness of the changes implemented.
- Make any necessary adjustments.

In reorganizing your team, continue to be strategic about recruiting people with the skills to meet those responsibilities.

Below is a list of potential team members for this phase:

- **The Pink Zone's Council member** to add political leverage, be a liaison with other elected officials, secure public funds, and champion implementation;
- **Department heads** to formulate and put in place regulatory changes and protocols;
- **Staff** to expedite hearings and approvals;
- **Property owners, businesses, and entrepreneurs** to start new projects; and
- **Local leaders** to keep residents and businesses informed and engaged.

Keep your team small and be ready to adjust its composition as priorities change.

Keep in Mind

As your team's role changes from hands-on, day-to-day management to an ad-hoc advisory and coordination role, the time required of the members should decrease, an important consideration since many new members are likely to have limited time at their disposal.

KEEP IMPLEMENTATION ON TRACK

The Action Plan delegates implementation to public and private entities including municipal departments and agencies, individual property owners and businesses, lenders, national and local nonprofits, and others. It is essential to act quickly to get the protocols adopted because many factors can affect implementation including elections, leadership and staffing changes, budgetary considerations, and new priorities.

Your team's responsibility is to ensure that the responsible entities move as quickly as possible and remain focused on implementing the plan. Schedule frequent and regular reporting sessions to ensure deadlines are met and the new protocols are put in place. If obstacles emerge, help clear them by convening responsible entities and identifying solutions that keep implementation on track. Regulatory protocols that require changes to codes or adoption by elected officials can take a long time, so start the process as quickly as possible and maintain pressure on the responsible entities to keep implementation on track.

COMMUNICATE

Implement a detailed communication campaign to:

- Inform potential entrepreneurs and small-scale developers of the new protocols implemented in the Pink Zone.
- Keep the community at large apprised of progress.
- Celebrate successes.

Use all available communication tools to inform the community. Include conventional media, social media, and in-person public presentations. Develop a contacts list for outreach to the media. Create and distribute press releases. Speak to the editorial board of local newspapers. Develop a project website and blog. Organize public meetings when you have a critical mass of information to share. Your team must become the public face and voice of the Pink Zone's implementation process and establish a reputation for transparency, accountability, and fairness.

To inform and attract entrepreneurs and small-scale developers, create a list of the new protocols, Mean-time Uses, support programs, financing options, and other opportunities offered in the Pink Zone. Post that list on your website and add it to websites of relevant organizations such as municipal departments, local chambers of commerce, builders and realtors associations, neighborhood organizations, participating nonprofits and banks, and local merchants associations. Ask those organizations to further distribute it in their emails and newsletters.

As progress is made, write stories that celebrate successful projects and initiatives to make progress real, build momentum, and attract further interest, investments, and activities to the Pink Zone.

ASSIST

The team should take a proactive stance and recruit entrepreneurs and novice developers to become active in the Pink Zone. It can:

- Initiate information sessions with neighborhood leaders and business groups.
- Enlist them to ensure that all new small-scale projects in the Pink Zone take advantage of the changed protocols.
- Connect entrepreneurs and developers starting projects in the Pink Zone with the relevant municipal staff, support organizations, or financial institutions.

As new small-scale projects and initiatives start, follow their progress, track their experience on the front lines of implementation, and highlight their successes.

MEASURE, EVALUATE, AND ADJUST

To measure progress, use quantifiable indicators such as changes implemented by a given date and percentage increase in new loan approvals, business start-ups, building applications approved, and buildings completed.

Also evaluate the effectiveness of the new protocols. This will require debriefing sessions with the institutions, entrepreneurs, and developers on the front lines. Look for outcomes such as:

- Regulatory changes are performing as expected.
- Procedural changes reduce complexity, time, and costs for business start-ups and developers.
- Loans for projects in the Pink Zone are easier to obtain.

Consider also conducting customer-satisfaction surveys to learn what developers and entrepreneurs think of the new protocols and which changes generate more significant benefits.

If there are obstacles to implementation or if the evaluation reveals that the new protocols are not working as expected, reconvene the responsible entities, identify what's causing the problems, build agreement on the necessary adjustments, and support their implementation. To make adjustments, you can revisit strategies considered during the Pink Zone Workshop or refer to the extensive list of issues and solutions in Appendix G on page 42.

Keep in Mind

Pink Zones are places where new ideas are explored and tested. When it is clear which new protocols work best, work with department heads, staff, and officials to expand them to new Pink Zones or adopt them citywide.

TO DO



IMPLEMENTATION AND EVALUATION

<input type="checkbox"/>	Write the Action Plan.
<input type="checkbox"/>	Reorganize your team, recruiting the skills needed to facilitate implementation of protocols.
<input type="checkbox"/>	Develop and implement a detailed communication campaign.
<input type="checkbox"/>	Keep the community informed and celebrate success when warranted.
<input type="checkbox"/>	Ensure that new protocols are put in place and deadlines are met.
<input type="checkbox"/>	Assist in recruiting entrepreneurs and developers.
<input type="checkbox"/>	Follow their experience on the front line of implementation.
<input type="checkbox"/>	Adopt quantifiable indicators to measure implementation progress.
<input type="checkbox"/>	Evaluate the effectiveness of the new protocols.
<input type="checkbox"/>	Reconvene the responsible entities and make necessary adjustments if the evaluation reveals problems.

CONCLUSION

The Pink Zone Manual gives you step-by-step instructions to enable small-scale economic development and neighborhood revitalization in a specific area of your community.

In the process of implementing a Pink Zone, keep the following items in mind.

- Create a trusted support structure to help you, because you cannot do it by yourself.
- Be flexible and adapt to the unique conditions in your community.
- Be resolute about seeking change, even when you encounter difficulty or resistance.

Finally, maintain a sense of urgency in your actions, as nothing will be gained by waiting and hoping things will change by themselves.



APPENDIX

A: TALKING POINTS	30
B: LEAN URBANISM HANDOUT	31
C: PINK ZONE INDICATORS CHECKLIST	34
D: INTERVIEW GUIDE: MUNICIPAL DEPARTMENTS	36
E: INTERVIEW GUIDE: STAKEHOLDERS	38
F: WHAT TO EXPECT	41
G: COMMON OBSTACLES TO SMALL DEVELOPMENT PROJECTS	42
H: MEANTIME USES	45
I: AT-A-GLANCE IMPLEMENTATION MATRIX	48

A: TALKING POINTS

Select from the following Talking Points every time you introduce the Pink Zone project. Tailor them based on the audience and the time available.

Lean Urbanism is an international campaign to facilitate small-scale economic development and enable neighborhood revitalization.

- It recognizes the value that vibrant, thriving networks of small businesses, small spaces, and small developments bring to their communities.
- It recognizes that placing the same requirements on all projects regardless of scale puts a disproportionate burden on small projects.
- It unleashes the power of small actors and small projects by enabling community-driven growth and revitalization.
- Residents and business owners not only participate in, but also lead and benefit from the efforts.
- It allows more people to participate in building their homes, businesses, and communities.

The Project for Lean Urbanism is a nonprofit program dedicated to “Making Small Possible.”

- It provides free tools, low-cost solutions, and technical assistance to level the playing field for small projects.

A Pink Zone is an area where Lean Urbanism strategies are implemented.

- It is an area where red tape is lightened and barriers are lowered.
- It is an area where it's easier, faster, and cheaper to create small businesses and develop small properties.
- It is an area where new ideas are explored and tested. When proven successful, those ideas can be applied to other parts of the community.

HOW A PINK ZONE BENEFITS A COMMUNITY

- It raises awareness of the value of small-scale economic development.
- It reduces barriers to local entrepreneurship and encourages the formation and growth of small businesses.
- It reduces time and financial burdens for small developers.
- It opens development opportunities for small parcels and small buildings where today there are none.
- It adds lower-cost housing and commercial spaces to the neighborhood.
- It enables residents to participate in and benefit from revitalization through ownership of properties and businesses.
- It proactively jump-starts local economic conditions by introducing Meantime Uses and structures rather than passively waiting for conditions to change.
- It allows the city to test new ideas in a small area (the Pink Zone) and learn how those ideas can be replicated in other parts of the community.

YOUR GOALS

- List your goals briefly.

CANDIDATE PINK ZONE AREAS

- Mention your candidate areas and list the criteria for their preliminary selection.

PINK ZONE PHASES

- Lean Scan
- Pink Zone Workshop
- Implementation and Evaluation

B: LEAN URBANISM HANDOUT

Create a handout explaining Lean Urbanism to leave with the people you meet. You can simply use the text on the following pages to create a double-sided document, but we encourage you to make a document tailored to your community. Select the text that's most relevant to your conditions and goals. Give your project a different name if you think that will increase receptiveness. Choose from the logos on this page or create your own.

LEAN
URBANISM

LEAN
ZONE

the project for
LEAN
URBANISM
MAKING SMALL POSSIBLE

PINK
ZONE



WHAT IS LEAN URBANISM?

Lean Urbanism is an international campaign to facilitate small-scale economic development and enable neighborhood revitalization. The non-profit Project for Lean Urbanism is dedicated to “Making Small Possible” by providing free tools, low-cost solutions, and technical assistance to level the playing field for small projects, allowing more people to participate in building their homes, businesses, and communities. Unleashing the power of small actors and small projects enables community-driven growth and revitalization, with residents and business owners not only participating in but also leading and benefiting from the efforts.

WHY LEAN URBANISM?

Lean Urbanism recognizes the value that vibrant, thriving networks of small businesses, small spaces, and small developments bring to their communities. They contribute to local markets by making them more diverse, robust, and sustainable. They help local economies by providing more jobs and keeping wealth local. They contribute to inclusivity and shared prosperity by enabling more people to participate in and benefit from building their businesses, homes, and communities. And they strengthen local tax bases by contributing significantly more property and sales taxes per acre while costing much less for infrastructure and services.

Lean Urbanism also recognizes that placing the same requirements on all projects regardless of scale puts a disproportionate burden on small projects. It is a pragmatic response to the reality that complex requirements and processes

impede small businesses and projects and favor big projects by big companies and developers.

WHAT IS A PINK ZONE?

It's an area where Lean Urbanism strategies are implemented. A Pink Zone is an area where red tape is lightened, where barriers are lowered, where it's easier, faster, and cheaper to create small businesses and develop small properties. It is typically a small, carefully defined location that contains a viable mixture of homes and businesses. The small size makes it possible to concentrate resources, focus public and private initiatives, and energize existing businesses and residents. A Pink Zone is a place where new ideas are explored and tested. When proven successful, those solutions can be applied to other parts of the community.

Lean Urbanism levels the playing field with strategies that:

- Reduce the complexity that makes small-scale economic development lengthy, costly, and unnecessarily complicated;
- Facilitate small-scale and incremental development;
- Make it easier to start new businesses;
- Enable residents to participate in and benefit from positive change in their communities;
- Test and adopt new ideas, low-cost solutions, and simpler protocols that can be applied to other parts of the community.

This approach reduces the time and resources required for compliance and offers ways to work around complicated regulatory, bureaucratic, and financial requirements.

HOW DOES LEAN URBANISM WORK?

Lean Urbanism unleashes the power of small-scale economic development by identifying obstacles to small-scale development and entrepreneurship and by finding low-cost and straightforward solutions to lower those barriers.

The solutions are implemented in a Pink Zone.

The process begins with a Lean Scan to identify barriers and assets. Barriers are regulatory, procedural, and economic. They include zoning regulations, rigid building codes, utility and public works requirements, and lengthy, unpredictable, and seemingly random approval steps. They also include costly requirements and fees, limited access to capital, disinvestment, and depressed real estate markets. Assets can be physical, social, and financial.

The next step is a Pink Zone Workshop to address obstacles and activate assets. Regulatory and procedural solutions include changing zoning requirements and streamlining permitting processes, adopting building codes that don't inhibit renovation, and using pre-approved plans to make approval fast and predictable. Solutions to economic barriers include waiving, deferring, or rightsizing fees, enlisting community-development financial institutions (CDFIs) to make loans more readily available, Meantime Uses, and the temporary use of low-cost buildings manufactured off-site to jump-start activity.

The final step is to create an Action Plan, implement the new protocols, and test them with new projects. The protocols can then be replicated in other Pink Zones or implemented citywide.

WANT A PINK ZONE IN YOUR COMMUNITY?

The nonprofit Project for Lean Urbanism is Making Small Possible by providing a free kit of tools and offering technical assistance to create Pink Zones. It raises awareness of the value of small-scale economic development through public presentations and publications.

www.leanurbanism.org
info@leanurbanism.org

C: PINK ZONE INDICATORS CHECKLIST

CANDIDATE AREA: _____

Physical assets:

<input type="checkbox"/>	Buildings of different types and sizes
<input type="checkbox"/>	A mix of residential and commercial uses
<input type="checkbox"/>	Vacant lots and abandoned buildings
<input type="checkbox"/>	Buildings that can be renovated
<input type="checkbox"/>	Signs of private improvements like cleared yards and fixed porches
<input type="checkbox"/>	Signs of recent public investments such as a new park or sidewalks
<input type="checkbox"/>	Large property owners
<input type="checkbox"/>	Extensive public ownership of parcels

Social assets:

<input type="checkbox"/>	Strong neighborhood associations
<input type="checkbox"/>	Engaged residents and skilled advocates
<input type="checkbox"/>	Local or national nonprofits such as Habitat for Humanity active in the area
<input type="checkbox"/>	Business owners or small-scale developers active there

Close to:

<input type="checkbox"/>	Downtown
<input type="checkbox"/>	Citywide cultural amenities — a museum, a library, or a park
<input type="checkbox"/>	A revitalizing neighborhood
<input type="checkbox"/>	Newly opened businesses
<input type="checkbox"/>	Major employers — a hospital complex, university

Use the next page for your own notes about the candidate area.

PINK ZONE INDICATORS NOTES

Obstacles:

Market conditions:

Additional observations:

D: INTERVIEW GUIDE – MUNICIPAL DEPARTMENTS

Select and modify these questions to address the specific conditions in your community. Use them in meetings with municipal departments and agencies.

Why Lean Urbanism?

1. What is your first reaction to the idea of implementing a Pink Zone in your community?
2. What aspects of the Pink Zone process would help your department the most? Please explain.
3. What aspects would you consider unnecessary or detrimental? Please explain.
4. In the recent past, has city government-supported programs aimed at improving business start-ups and small-scale redevelopment? Please describe.

Department Focus

1. What are the primary areas of responsibility for your departments?
2. Which core programs within your departments are most likely to be affected by a Pink Zone? List programs.
3. Does your department rely on user fees for funding?
4. What complaints do you hear most about those core programs? List complaints.
5. How do you typically address them? List remedies.
6. Are there aspects of your core programs that you would like to change? List aspects.
7. Are there programs and initiatives your department is conducting that have similar intent?
8. Could your department be more user-friendly? Efficient? Simpler? What would you change in the way you interact with the public?

9. Is your department willing to review and change some of your protocols and practices based on input from the Pink Zone process?

Candidate Pink Zones

1. Is your department active in the candidate Pink Zones?
2. What are your thoughts on the candidate Pink Zones?
3. What are the primary assets of the candidate Pink Zones? List physical, social, economic, and organizational assets.
4. How would you characterize real estate market conditions in the candidate Pink Zones? (Use this question to confirm and update the baseline information referenced in Before You Start on page 13.)
5. Are there unique opportunities in the candidate areas such as adjudicated properties, land the city owns or controls, an active developer?
6. Are there challenges we should be aware of? List challenges.
7. What types of projects are you involved with in the Pink Zone?
8. Do you have a relationship with local community groups?
9. How would you characterize your relationship with them and the community at large?

Meantime Uses

Ask these questions if you believe conditions in the Pink Zone will require employing Meantime Uses.

1. Is your department responsible for permitting temporary events? If so, ask no. 2.

2. What are the requirements (permits and fees) to conduct them on private properties (surface parking or empty lots) or parks and publicly owned unused properties?
3. Are there health and sanitary issues to consider (access to water, portable toilets, other)?
4. Is your department responsible for permitting the installation of temporary facilities for cultural, residential, and commercial uses (food trucks, containers, modular buildings built off-site)? If so, ask no. 5.
5. What regulations and protocols apply? And what other departments should be involved?

E: INTERVIEW GUIDE – STAKEHOLDERS

Select and modify these questions to address the specific conditions in your community. Use them in all stakeholder interviews. Use the sections relevant to the background of those you are interviewing.

General questions to ask all groups

1. What is your reaction to the presentation about Lean Urbanism?
2. Do you think Lean Urbanism can help developers and entrepreneurs in your city?
3. How supportive is the city government of small-scale economic development?
4. Are there examples of successful small-scale developments in your community?

About the candidate Pink Zones

1. What are your thoughts on the candidate Pink Zone areas?
2. What are the primary assets of each candidate Pink Zone? List physical, social, financial, and organizational assets.
3. Are there unique opportunities in the candidate areas such as adjudicated properties, land the city owns or controls, an active developer?
4. Are there challenges we should be aware of? List challenges.

Small developers and builders

1. Which challenges have you encountered when developing small properties?
2. Which obstacles have caused you the most significant problems?
3. What are the ways you've found to work around them? Ask specifically about zoning, building codes, and water management issues.

4. What makes development too slow? Too complicated? Too unpredictable? What would make it faster, more straightforward, more predictable? What would you do to solve those problems?
5. Which municipal department is the hardest to work with? Which is the easiest?
6. What design runarounds have you used to circumvent barriers?
7. How complicated is it to obtain a construction permit? Which are the most difficult steps? How about inspections?
8. How difficult is it to obtain financing in our location? How do you fund your projects: banks, investors, hard-money lenders? Which are the best banks?
9. Do you know whether sale or rental prices in the Pink Zone justify new construction?
10. Would you consider developing in the candidate location? Would a Pink Zone make it more attractive? What would it take?
11. Would simplifying zoning make small projects easier? (If needed, repeat the question to probe response to additional changes such as expediting approvals, improving building codes, making the building departments customer-friendly, conducting reliable and timely inspections. Include changes you are considering that are not included in this list.)
12. Would you consider the installation of temporary facilities such as food trucks, containers, low-cost residential and commercial modular units, etc. to be beneficial to jump-start development in the Pink Zones? Discuss reasons for Meantime Uses if helpful.

Bankers and investors

1. How difficult is it to obtain financing in the candidate locations?
2. What are the unique barriers to financing small-scale projects?
3. What financing is available to a novice developer with a limited credit history?
4. Which organizations and programs can assist with funding? Inquire about Community Development Financial Institutions (CDFI), nonprofits, affordable housing organizations, credit unions, etc.
5. Are there examples of creative, small-development financing in the city, the immediate region, the state?
6. What are investors looking for? What attracts them to the candidate locations? What are they concerned about the most?
7. Do you currently lend/invest in the candidate locations? What specific problems exist there?
8. Would working in the candidate locations help satisfy CRA requirements?

Business and property owners

1. Which obstacles make it challenging to start a new business in our community? Ask about licensing, regulations, issues with financing, the level of community support.
2. Which types of small businesses have thrived in the candidate area, and which have failed? Ask about the reasons for their success and failure.
3. Are there new businesses that moved in to the candidate area in the last year? Where have they located? What makes that particular area more attractive?
4. Are there home businesses in the candidate area? What types? Which municipal department is the hardest to work with? Which is the easiest?

5. What can be done to support them?
6. Which types of properties are selling or renting?
7. What is the city doing to improve property values in the candidate area? Ask about beautification projects, transportation improvements, economic development programs, etcetera.
8. What is the condition of the real estate market in the candidate area?
9. Are you actively working to develop your property? If not, why? Have you tried? Could you tell us your goals or plans?
10. Is there a need in the candidate area for smaller, lower-cost, or even temporary commercial spaces?
11. Do you think that programming activities and events in a Pink Zone could bring interest and attention to it?
12. In the recent past, has anyone attempted to program activities in the neighborhood?

Community groups and residents

1. What are the primary assets of your neighborhood? Ask about history, landmarks, events, and activities that bring the community together.
2. What are the negatives? Ask about vacancy rates, defaulted properties, perceptions, population loss, crime.
3. Are there business owners and landlords who are assets to the neighborhood?
4. Are there residential landlords who are assets to the community?
5. What would you do to make the neighborhood better?
6. How strongly does the city support the neighborhood? List positive and negative examples. Identify which municipal departments are most active there.

7. Which specific small areas in our location would benefit the most from a Pink Zone? Use a map to identify and mark them. List the reasons for those selections.
8. Is the local community well organized? Name individuals and organizations.
9. How would you characterize the neighborhood's relationship with the city?
10. Which other nonprofits are active in the area?
11. Are there home businesses in the neighborhood? What types?

Questions to wrap-up the Interview

1. Is there a question we should have asked that we didn't?
2. Who else should we interview for this topic?
3. Do you know of local leaders and champions in the candidate area we should contact?

F: WHAT TO EXPECT

The Lean Scan will reveal several conditions that exist in your Pink Zone location. These conditions and the way to approach them will vary from place to place. Below is an introductory list of conditions that you may encounter in your community and strategies you might use to address them. A more extensive and detailed list of common conditions and strategies is provided in Appendix G on page 42.

ZONING

This is where you will find the most barriers, in both regulations and procedures. Common examples for small projects are prohibited uses, parking requirements, minimum lot size, and costly fees.

Strategies: Create an Overlay District that streamlines regulations within the Pink Zone. This is an omnibus package of solutions that can address all of the zoning-related barriers. Or make targeted adjustments to the existing code. The [Lean Code Tool](http://www.leanurbanism.org) (www.leanurbanism.org) is a free resource that describes strategic corrections to repair a zoning code rather than write a new one.

APPROVALS

Permitting processes are often too complex and unpredictable, adding time and cost to projects. The problem is substantially greater for small and novice developers attempting redevelopment projects.

Strategies: Appoint a “concierge” to assist small developers through the process. Provide pre-submittal meetings, a checklist for submission materials, process flow chart, and a cross-departmental review process. Provide preapproved plans (site plans, building plans, elevations, and construction documents) tailored to the conditions within the Pink Zone and responsive to the new development protocols.

BUILDING CODES

Requirements to bring renovated buildings in compliance with current construction codes substantially increase redevelopment costs.

Strategies: Adopt the International Existing Building Code (IEBC) to provide a more sympathetic alternative code for renovation. Grandfather buildings to protect them from onerous requirements. Defer requirements to limit upfront costs.

UTILITIES AND PUBLIC WORKS

Stormwater, water quality, and fire suppression regulations create complex, additional layers that slow development and add costs. Barriers include water and sewer easement requirements, detailed construction and engineering plans triggered by lot size, and costly performance bonds that put projects out of reach of small developers.

Strategies: Remove easement requirements within the Pink Zone. Allow backflow prevention devices to protect potable water from contamination. Waive the requirement of performance bonds. Identify workarounds that satisfy regulations.

MARKET FORCES

General economic conditions in the Pink Zone may create barriers to business creation and affect the feasibility of development. They include a depressed real estate market, capital flight, and gaps between costs and resale or rental of properties that do not justify investments.

Strategies: Implement Meantime Uses to jumpstart economic recovery and bring attention to the Pink Zone. Form community development financial institutions (CDFIs) to provide high-risk loans. Work with economic development entities or philanthropies to bridge financing gaps. Waive fees.

G: COMMON OBSTACLES TO SMALL DEVELOPMENT PROJECTS

Each community has a distinct combination of obstacles to small development projects, but some obstacles appear more frequently. A large number are found in municipal codes and their administrative procedures. Below are some of the more common obstacles, together with strategies that might be used to address them. The list may serve as a quick reference when discussing possible solutions in Lean Scan interviews and for proposing strategies during the Pink Zone Workshop. After identifying potential strategies, consult other sources such as the [Lean Code Tool](http://www.leanurbanism.org) (www.leanurbanism.org) for guidance on implementation.

CODES

Dimensional Metrics: Minimum or maximum requirements make some small lots undevelopable.

- Minimum lot size is too large.
- Maximum lot coverage is too small.
- Minimum setbacks are too deep.
- Maximum height is too low.
- FAR or density is too low.

Strategies:

- Write an overlay for the Pink Zone to address relevant zoning issues.
- Make text changes to repair relevant sections of the code.
- Remove FAR and density restrictions and regulate instead by form: lot coverage, height, setbacks.

Parking: Off-street parking requirements inhibit small projects.

Strategies:

- Regulate the location of off-street parking instead of the amount.

- Don't require off-street parking for buildings smaller than a specific size
- Reduce requirements.
 - Allow on-street parking to count toward the requirement.
 - Allow shared parking to count toward the requirement.
 - Reduce the minimum sizes of stalls and aisles.
 - Use UC Davis Trip-Generation Adjustment Tool.

Accessory Dwelling Units: ADUs are illegal, or requirements make them too expensive to build.

Strategies:

- Allow ADUs.
- Remove requirements such as extra parking, separate water taps, owner-occupancy.
- Adjust requirements for maximum size, setbacks, etc.
- Do not require owner occupancy.
- Allow fee-simple subdivision, sale, and development of ADU by separate owner to allow low-income property owners to participate.

Nonconformance: Nonconforming buildings or uses prohibit renovation or small projects.

Strategies:

- Adopt the International Existing Building Code and train staff to use it.
- Change the text of the nonconforming section to be lenient on improvements while remaining strict on nuisances.
- Allow a larger portion of the building to be improved before triggering code requirements.

Change of Use: Change of use triggers non-conformance, impact fees, higher parking requirements, etc.

Strategies:

- Govern change of use by the building code rather than zoning code.
- Allow small properties to change uses without triggering zoning requirements.
- Simplify the process for change of use to avoid procedural and financial barriers.

Complication: Zoning code is complicated, convoluted, and/or contradictory.

Strategies

- Simplify and reduce the number of zones.
- Simplify and reduce the number of uses.
- Create a single use matrix in the code.
- Coordinate use categories with the International Building Code.
- Rewrite sections using clear, objective standards and terms.
- Provide design assistance to explain the vision and application of the code.
- Offer pre-submission meetings with all departments present.

PROCEDURES

Complexity and Confusion:

- Application and/or review process is too complex.
- Lack of information about the required application materials.
- Lack of information about steps involved in the review.
- Unclear how long review will take.

Strategies:

- Provide a flowchart of the review process with timelines.

- Appoint a concierge/expeditor/review coordinator for small projects.
- Provide a comprehensive checklist of application materials.
- Offer pre-submission meetings with all departments present.
- Create by-right standards that require:
 - No review
 - Only a building permit
 - Only administrative review
- Provide design assistance.

Inconsistency: Review process differs across departments.

Strategies

- Establish a cross-departmental review.
- Conduct concurrent, not sequential, review when possible.

Review takes too long:

Strategies

- Conduct concurrent reviews rather than sequential.
- Provide expedited review for:
 - Projects below a certain threshold
 - Pre-approved plans
 - Use of design assistance
- Establish deadlines for reviews.
 - Projects deemed approved if deadlines missed.
- Move to online permitting that features:
 - Online plan submission
 - Online real-time approval status/progress tracking
 - Online real-time inspection updates
- Maintain sufficient staff to meet deadlines.
- Change or update zoning to reduce need for variances.

- Issue regular public reports on approval times.
 - Analyze by the size of the project, longest and shortest times, average times.
- Tie employee advancement to performance.
- Create by-right standards that require:
 - No review
 - Only a building permit
 - Only administrative review

Inspections take too long to schedule and complete:

Strategies

- Establish deadlines for inspections.
 - Work deemed approved if deadline missed.
- Move to online inspection scheduling and updates.

Code is subject to interpretation; decisions seem arbitrary:

Strategies

- Standardize interpretations for common issues.
- Set by-right standards.

Fees burden small projects:

- Application fees are charged for each department.
- Application fees are the same for large and small projects.
- Impact fees are high.

Strategies:

- Charge a single application fee for each project.
- Scale application fees to project size.
- Remove impact fees for urban infill where facilities exist, or make them lower than greenfield locations.
- Tier impact fees for all projects according to size.

Subdivision burdens small projects: Subdivision is difficult, slow, and/or expensive.

Strategies

- Reduce minimum lot size and increase lot coverage.
- For small lots, provide abbreviated process requiring only administrative review.
- Create separate standards for compact, walkable zoning districts.

H: MEANTIME USES

Meantime Uses are quick, temporary, and inexpensive strategies to activate underutilized properties when a weak market doesn't justify more substantial investment. In such conditions, many property owners and developers decide to let properties sit idle until markets improve. Meantime Uses offer productive options between making an unjustified investment and sitting idle. They enable properties to be used "in the meantime" by allowing activities to begin immediately and with less investment. They help to test ideas and businesses while improving the market and generate economic benefits for those involved. They show what is doable even when barriers seem insurmountable. As markets respond, Meantime Uses can evolve into more extensive and more complex projects, which is how neighborhoods and cities historically changed. They can be useful to jump-start Pink Zones or to provide opportunities throughout the process.

Meantime Uses fall into two categories that complement each other: Programming and Development.

Programming includes cultural and commercial events that bring people, activity, and attention to an area. Examples include cultural events such as performances, art exhibitions, and hobbyist gatherings, as well as commercial opportunities such as markets or food sales that are held a single time or regularly. These events can use available properties, require minimal equipment, are easy to stage, and can be managed by local entrepreneurs, volunteers, nonprofits, churches, or government agencies. Such events can evolve to become larger and more frequent and can grow successful businesses from small beginnings. Programming is a powerful tactic for changing perceptions and market conditions in an area and works in complement with development.

Development is the installation of temporary facilities for cultural, residential, and commercial uses. They can start with tents and tables for a market, or a fence and benches for a dog park, picnic tables and a shipping container for a biergarten, or inexpensive modular buildings for homes and businesses. They are only as expensive as is justified by the market, and they evolve as conditions change, in smaller, manageable steps that lead to the ultimate goal. A simple stage is expanded and augmented with seating and concession buildings. Tents and tables are replaced with a covered market pavilion, and eventually with a series of main street retail buildings. A gravel lot with food trucks and lawn furniture has a grease trap, utilities, and shelter installed to accommodate more providers and customers, eventually to be replaced by brick-and-mortar restaurants. Modular buildings are moved to be used elsewhere and replaced with small apartment buildings, offices, and stores. Over time, in reasonable increments, these activities combine to create viable, affordable, walkable, and productive neighborhoods.

The next two pages show examples of commercial and residential Meantime Uses for programming and development.



Tents



Food Trucks



Pods/Micro Retail



Small Retail



Mixed-Use

© Mike Thompson



Brian Falk



Brian Falk



Brian Falk



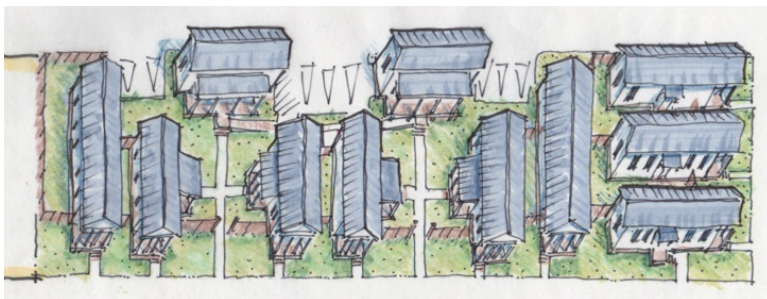
cea.mml.org

Commercial Meantime Uses start small and evolve over time.

Meantime Uses can also be used for residential development, such as these modular buildings.



© Bruce Tolar



© R. John Anderson

Inexpensive modular buildings can be installed temporarily or permanently in cottage courts.

They may lead to permanent multifamily buildings like these neighborhood-friendly duplexes.



© Sandy Sorlien



© Sandy Sorlien

They can also be augmented with accessory dwelling units (ADUs) or accessory commercial units (ACUs) such as this.

I: AT-A-GLANCE IMPLEMENTATION MATRIX

When writing the Action Plan, consider creating an at-a-glance matrix to summarize the implementation actions and steps. This example shows the type of information you might include.

ACTIONS AND STEPS	LEAD	SUPPORT
1. CREATE THE PINK ZONE AND IMPLEMENTATION TEAM		
Reorganize the team	Implementation Team	City Council
Appoint a Project Champion	Implementation Team	City Council
Adopt Pink Zone Boundries	City Council	Implementation Team, Development and Planning
Identify and direct resources to the Pink Zone	Implementation Team	Implementation Team, Economic Development
2. IMPLEMENT MEANTIME USES		
Identify willing property owners	Implementation Team	Economic Development, property owners
Hire Meantime Uses coordinator	Implementation Team	City Council
Budget and secure funding	Meantime Uses Coordinator	City Council, entrepreneurs, property owners, leading institutions, foundations
Implement the Meantime Uses program	Meantime Uses Coordinator	Property owners
Monitor implementation	Implementation Team	City Council
3. CREATE A PINK ZONE OVERLAY DISTRICT		
Write the Overlay District Ordinance	Implementation Team	Development and Planning
Adopt the Overlay District Ordinance	City Council	Development and Planning, Implementation Team
4. AMEND PROCEDURAL BARRIERS		
Review and amend procedural barriers	Development and Planning	Relevant departments and agencies
Implement amended procedures	Development and Planning	Implementation Team, relevant departments
5. SUPPORT PINK ZONE REDEVELOPMENT		
Work with new projects	Project Champion	Implementation Team
Attract investment and funding	Implementation Team	Property and business owners
Evaluate and update results	Implementation Team	Development and Planning, City Council

