



KIT 1

ACTION KIT FOR THE LOOP + RIVERWALK

HOW CAN WE ACT?

An outgrowth of the Manchester Multimodal Transportation and Land Use Planning Study (named Manchester Connects), generously funded by the New Hampshire Department of Transportation (NHDOT) and overseen by the Southern New Hampshire Planning Commission (SNHPC), Manchester Connects begins with this plan. The goal and priorities developed through the planning process, coupled with the plan's vision and recommendations, will propel Manchester Connects into the future.

As much as Manchester Connects is a planning process, it's also a framework for future action. The planning process itself was a model for how community leaders, businesses, public agencies, institutions, and residents can come together to dream, deliberate, and determine priorities. Supported by a group of active and involved residents and business people who are committed to a vibrant and thriving 21st Century Manchester, Manchester Connects is about action. Over the course of more than a year, many stakeholders have put in many hours to help move the planning along and to discuss the best way to move forward. At its core, Manchester Connects recognizes that many things are possible with collaboration, determination, and a pinch of creativity.

Furthermore, a core principle of this initiative has been, and will continue to be, that it is good to plan, and even better to act!

While there are certainly large-scale, expensive, bricks and mortar solutions and recommendations included in this plan, Manchester Connects takes an incremental approach that prioritizes action while the

large-scale projects work their way through the funding and permitting processes.

That is why these four action kits are presented separately. Each kit is the result of hours of meetings, phone calls, interviews, and research to ensure that the Manchester Connects recommendations are not generic planning solutions sitting in silos. Each kit represents the political, economic, and social environment in which things must be possible.

The kits provide the what, who, and how of the plan's priorities and major recommendations:

1. The Loop + Riverwalk
2. Land Use + Parking
3. Placemaking
4. Organization

These kits are meant to be used separately and in conjunction with one another to move Manchester toward the shared vision of a vibrant, economically-thriving, and welcoming community that serves as the northern New England hub of technology and innovation.

These kits are not set in stone but are meant to be flexible. They serve as a "kick-starter" to move from planning to action. Their content is based on deep discussions about political realities, funding sources, local capacity to act, and what is most needed.

TABLE OF CASE STUDIES

Case Study	Location	Kit Number	Relevancy to Manchester Connect Recommendations			
			Loop + Riverwalk	Land Use + Parking	Placemaking	Organization
Access Portsmouth	Portsmouth, NH	1	●			
Amsterdam Light Festival	Amsterdam, Netherlands	3	●		●	
Armory Reuse	Various	2		●		
Butler Trail	Austin, TX	1	●		●	
Creative Portland	Portland, MD	4			●	●
Detroit Creative Corridor Center	Detroit, MI	4				●
Discovery Green	Houston, TX	2		●	●	
Hamilton Canal Innovation District (HCID)	Lowell, MA	2		●	●	
Iconic Placemaking	Various	3	●		●	
Larkinville	Buffalo, NY	2		●	●	
Metcalfe Park	Sydney, Australia	3		●	●	
Parking and Investment	Portsmouth, NH	2		●		
Paths to Pier 42	New York City, NY	3	●		●	
Riverwalk and Waterplace Park	Providence, RI	1	●		●	
Schuylkill River Trail	Philadelphia, PA	1	●		●	
Spruce Street Harbor Park	Philadelphia, PA	3	●		●	
StreetsAlive!	Moorhead, MN	1	●		●	
The Church Street Marketplace	Burlington, VT	3		●	●	
Three Rivers Revitalization	Pittsburgh, PA	1	●		●	
Unified Parking Districts	Various	2		●		
Unusual Passages	Quebec City, QC	1	●		●	
Walkway over the Hudson	Poughkeepsie, NY	1	●		●	
Wintertime Public Space Activation	Buffalo, NY and Philadelphia, PA	3			●	

THE LOOP + RIVERWALK ACTION KIT

THE BIG PICTURE – OVERALL GOALS

Manchester Connects is about connecting people, places, ideas, and opportunities. The Loop speaks directly to the basic principle of transportation – when there is something people want to access, they need a way to get there. The Loop is a marked pathway that highlights the physical link to get from one destination to another, and includes wayfinding to help navigate sites, history, and stories along the way, as well as public spaces for arts, culture, and placemaking where things can happen and people can gather. This concept, then, deeply touches on placemaking and land use (addressed in Action Kits 2 and 3) and provides an exciting opportunity to bring everything that Manchester Connects recommends together. The Loop will help both residents and visitors to navigate from Downtown to the Millyard, the Merrimack Riverfront,

and back. In fact, eventually, this Loop can grow to include a pedestrian bridge to the west side of the Merrimack and the businesses and spaces that make up “Millyard West.”

WHY THIS KIT? – THE DETAILS

Throughout the Manchester Connects planning process, residents, property owners, business owners, and other stakeholders said they wanted better connections between Manchester’s Downtown and the Millyard/Riverfront. As a multimodal transportation and land use plan, Manchester Connects seeks to increase the use of alternative modes of transportation, while reducing congestion and providing improved infrastructure for vehicular traffic. This infrastructure includes both the pathways for movement and the destinations that are the focus of land use planning. The core reasons for focusing on better connectivity with this Loop are:

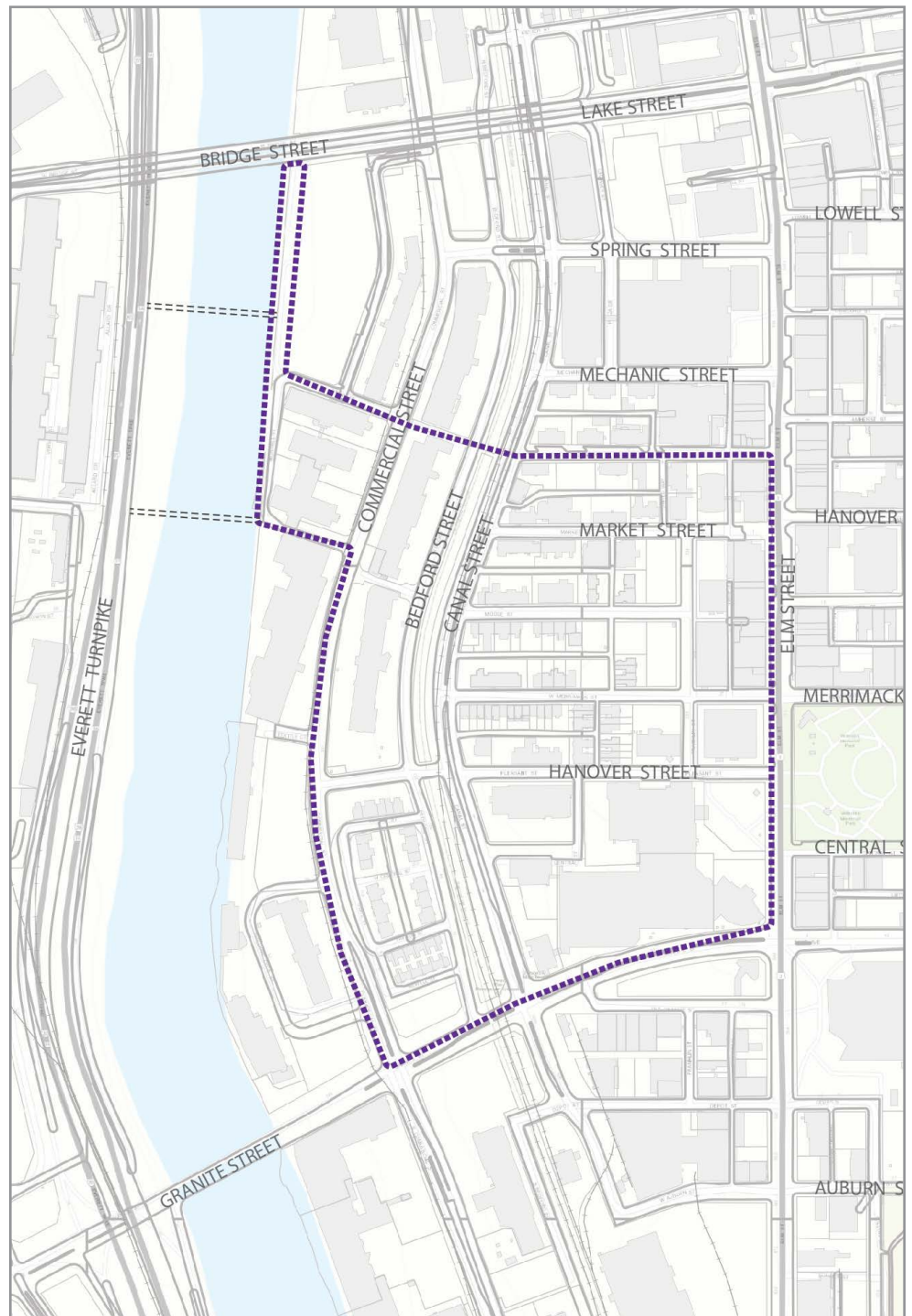


Mill workers, 1909.

Source: Lewis Hine, National Archive

- **The Millyard, Riverfront, and Downtown encompass a large geographic area and changes to transportation infrastructure and land use will take time. This Loop plan allows action to begin now without waiting for bricks and mortar implementation and heavy capital investment.** It is envisioned that The Loop will begin simply with semi-permanent and temporary materials such as sidewalk paint, temporary signage, ephemeral event spaces, public art locations and, with popularity and time, grow into a more permanent fixture of the Manchester streetscape.
- In addition to bringing people, places, and ideas together, **Manchester Connects is about vibrancy and activity. The Loop provides a visual connection between Manchester's increasingly vibrant Downtown and the Millyard.** While Manchester's Downtown has been experiencing some growth and increased activity, the Millyard has remained relatively underutilized, especially during evenings and weekends. One major reason for this is the lack of mixed land uses in the Millyard, which hosts mostly businesses and educational uses that are 9-5 entities. The Loop is intended as its own destination and a start to mixing uses, attracting users that contribute to life in the Millyard and Riverfront that will extend beyond the 9-5 workday. The Placemaking Kit is an integral part of this strategy. The Loop also encourages movement in the other direction, drawing Millyard employees into Manchester's Downtown for lunch, after-work drinks, or to simply run errands.
- **The Loop is about making public space and distances legible and compelling.** When people are walking

PROPOSED LOOP ROUTE



Source: CivicMoxie

or biking between destinations, they like to know how far they have to go and where there may be other attractions or locations to visit along the way. In addition to signs indicating the route, The Loop will be physically marked along the sidewalk, the Riverwalk, and all bikeways. The signs can be created quickly and at low cost or be an elaborate wayfinding system. Similarly, the physical markings can be as simple as a line painted on paving or as complex as a brick pattern built into the sidewalk itself. This allows the people of Manchester to make The Loop theirs – it will truly reflect the city and its character.

- **Creating a visual connection between Downtown and the Millyard/Riverwalk will also encourage people to walk or bike instead of always driving between the two areas.**

Alternative transportation modes can be as efficient as driving, but people frequently need additional incentive to realize that walking or biking is an easy alternative to driving. The Loop will not only provide a visual connection, but will tell people the distance to common locations and provide a time estimate of how long a walk or bike it is. As communities throughout New England and the country work to promote bicycling and walking, it has been shown that a signage and wayfinding program can significantly increase alternative transportation with minimal implementation or maintenance cost. This not only increases the number of people using alternative transportation, but can help reduce vehicular congestion.

- **The Loop can help wayfinding.** When someone arrives at the Millyard for the first time, it can be confusing and challenging to navigate numerous buildings consisting of similar

styles and materials. The Loop can provide a clear route to and through the Millyard that will help people identify the various buildings and companies. Many residents, business owners, and employees believe that the Millyard is more physically isolated from Downtown than it truly is. The Loop can help “shorten” the distance. An exciting concept that is executed with interesting materials, art, historical interpretation, and innovative lighting and signage can benefit businesses on Elm Street and in the Millyard. The Loop, along with associated placemaking activities (see the Placemaking Kit), will bring new people into Downtown and the Millyard to participate in placemaking activities or just see The Loop installation. This kit and the Placemaking Kit work together. The Loop is a placemaking strategy and other placemaking activities will occur along The Loop, so each kit complements the other.

- **The Loop supports a strong brand for the Downtown, Millyard, and Riverwalk.** In today’s world, it is not just companies that participate in branding activities to create an image recognizable to the larger world. Cities large and small as well as individual neighborhoods are working to create unique brands that describe their community. The Loop will help establish an easily-identifiable brand for the Millyard and surrounding areas.

WHERE WOULD IT HAPPEN

The Manchester Connects Working Group identified The Loop route as an initial pilot project. This area, connecting Elm Street to the Millyard and Riverwalk along Stark Street and then back to Elm Street along Granite Street, is meant to:

DEMYSTIFYING ACCESSIBILITY

Portsmouth, NH

Everyone agrees that accessibility is important, but it can be tough to understand. When you're in a wheelchair, using a walker, or have a baby in a carriage, you can easily find yourself stuck trying to navigate historic areas. Access Portsmouth is working to "take the mystery out of accessibility in historic Portsmouth, NH." Working with JSA Inc, Access Portsmouth helps people of all abilities know what to expect at local restaurants and attractions by visiting local businesses to evaluate a number of factors. They review the front entrance's accessibility, usability of the tables/surroundings, and how accessible the restrooms are. On their website, they also advise people of the most convenient parking. Access Portsmouth's goal is "to raise awareness where it's lacking, inspire a spirit of inclusiveness, and influence other communities to do the same throughout New England and beyond."



Source: www.jsainc.com/access-portsmouth

1. Acknowledge land uses at the northern edge of the Millyard and provide a stronger connection for these businesses to Elm Street.
2. Connect the major vehicular gateway at Granite Street to The Loop and ensure the Gateway Park initiative, now underway, is connected and becomes a major placemaking destination.
3. Provide for future cross-river connection in the form of an iconic pedestrian bridge (see inset in this Action Kit) and ensure that the west Millyard is well-connected to the east Millyard for pedestrians.

In recommending a route, the Working Group balanced these three goals to identify the most advantageous path for The Loop.

WHAT THE LOOP INCLUDES

In its simplest form, The Loop is a set of fully-accessible physical components that will help direct users from Downtown to the Millyard, along the Riverwalk, and back to Downtown. The Loop's primary physical components include the pathway itself (painted or integrated into the sidewalk) and a signage and wayfinding

program that will provide additional visual cues as people traverse The Loop. The Loop acts as a pilot to integrate thinking about multimodal transportation and placemaking in Manchester and incorporates the following:

- Legible pedestrian pathway
- Lighting
- Wayfinding for pedestrians, cyclists, drivers, and visitors
- Directions, destinations, distances, mode share options (bike lanes, car lanes, pedestrian only areas)
- Historical signage and interpretation
- Arts and cultural destinations (murals, public space for public art, arts-driven signage)
- Placemaking locations (places for seating, gathering, small events, large

events, open space)

- Opportunities to showcase innovation (materials, lighting, technology in wayfinding, etc.)
- Consistent streetscaping that will create a sense of place and safety for pedestrians and bicyclists alike

The list above highlights possibilities for a full buildout of The Loop over time. This Action Kit gets the project off the ground and creates opportunities for people to see what a long-term, higher investment project can encompass. Over time, The Loop will grow into a destination unto itself. Public art, historical and cultural interpretations, exercise installations and/or innovative technologies can complement the basic pathway, attracting more people to Downtown and the

RIVERWALK AND WATERPLACE PARK Providence, RI

The completion of the Riverwalk and Waterplace Park in 1994 marked the rebirth of a historic urban center in Providence, RI. The project brought the city's rivers back to visibility by literally uncovering them when Route I-195 was relocated. A large public works project, which included two public parks along the river, a series of pedestrian bridges linking the east and west neighborhoods, and a large central plaza, Waterplace Park, reconnected the city to the waterfront and instilled a new sense of identity and pride in Downtown Providence. To encourage activity along the new corridor, the City implemented a series of creative programs and activities including public art installations, concerts and festivals, pop-up markets, and Waterfire – a river festival that brings 40,000 people to the downtown during fall and spring weekends.



Source: www.planning.org/greatplaces/spaces/2008/waterplacepark.htm, www.waterfire.org/about/

Millyard. These components can be a combination of permanent and temporary/rotating installations that will bring additional interest to The Loop.

The Loop will incorporate existing initiatives as well as capital improvements into planning. For instance, the Manchester YMCA efforts on measured mile pathways can be incorporated here, as can the planned bike-share program and bike rack placements. In addition, the Public Art Commission can assist in identifying places for public art along The Loop.

As a public amenity, it is important to note that The Loop and Riverwalk are envisioned as fully-accessible paths that would allow people in wheelchairs, using a walker, or with a child in a stroller to easily navigate the space.

Whatever the initial elements of The Loop, the execution of this project will need to be of high quality and innovative. Temporary installations and markings can create excitement and a sense that everyone can participate in some way, but these will need to be well-done to build interest and excitement.

TWO SOLUTIONS:
NEAR AND LONG-TERM
STRATEGIES

Within a menu of possible components for The Loop, this Action Kit provides two scenarios for consideration: a near-term strategy to show progress, demonstrate that Manchester Connects is about both planning and doing, and to test collaborative working methods; and a more permanent solution that is capital intensive and will require more fundraising and planning. Components, implementation

strategies, and thoughts on materials, costs, and permitting are provided below.

NEAR-TERM STRATEGIES

Rationale:

In the near term, a simple, quick, and easy approach – dubbed lighter, quicker, cheaper – that could consist of temporary signage and a simple painted line to demarcate The Loop’s path, along with other temporary tactical urbanist approaches, is a low-risk, high-reward strategy to demonstrate the power of collaborative action. The initial painting and temporary signage can help attract donations and other funding sources to create a more permanent Loop.

Near-Term Components:

The Loop Consists of:

A marked pedestrian pathway for sidewalks, cross walks, and the Riverwalk
Marked bicycle lanes
Signage
Highlighted public spaces for gathering and public art

THE LOOP: STREETSCAPE + ART EXAMPLE ELEMENTS



A

Bike Lane



B

Bike Rack



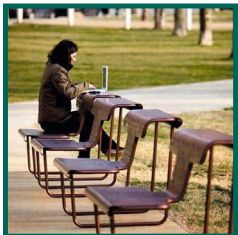
C

Parklet



D

Public Art



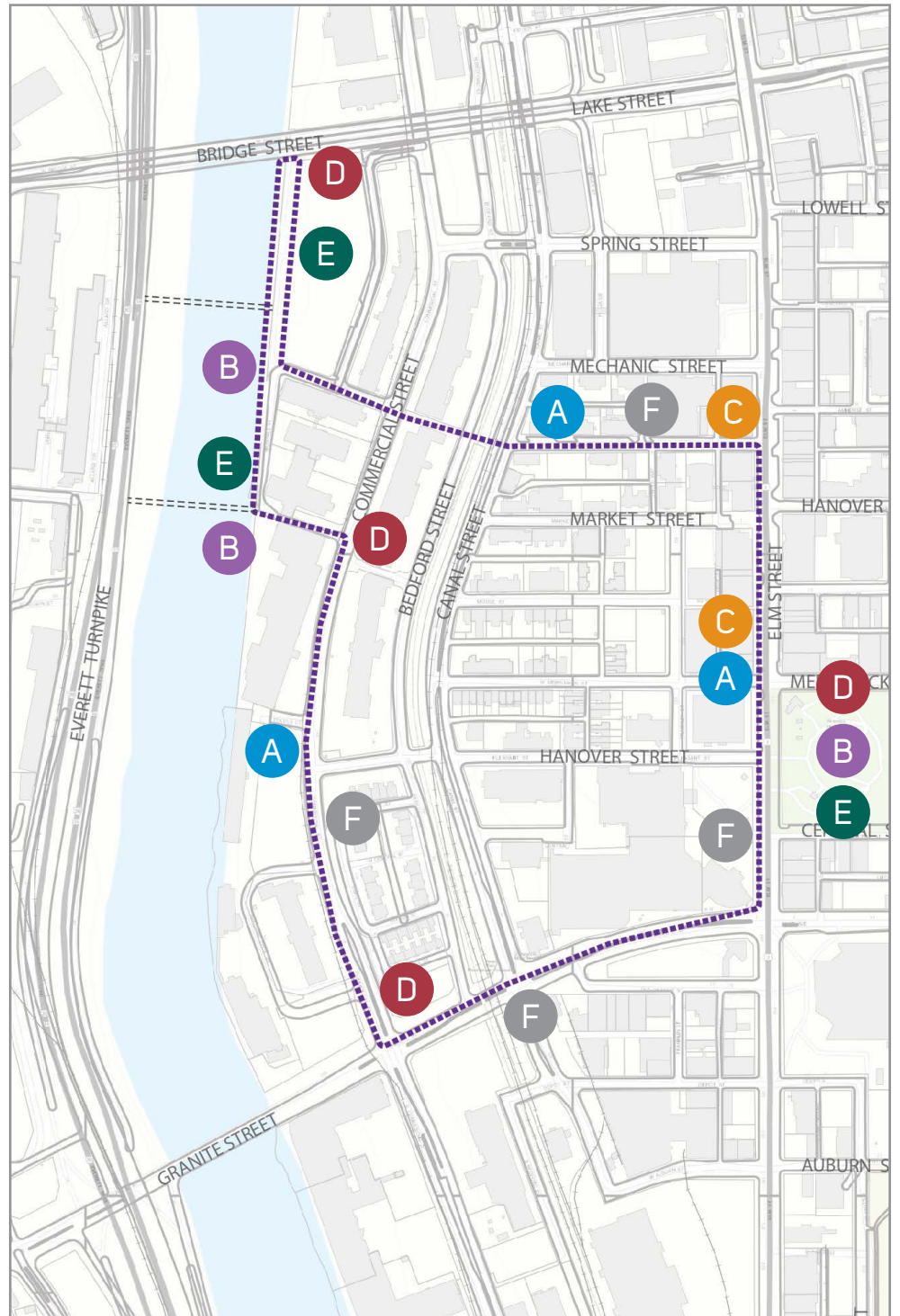
E

Seating



F

Sidewalk Art



Sources, top to bottom: www.peopleforbikes.org, www.forms-surfaces.com, www.stlmag.com, www.veryprivateart.com, www.homemydesign.com, www.weburbanist.com

Source: CivicMoxie

LONG-TERM STRATEGIES

Rationale:

A permanent Loop can exemplify the goals and ethos of Manchester Connects. As a vehicle to highlight cutting edge technology and pavement marking, interactive signage, and lighting, The Loop can be a very visual symbol of a forward-thinking city that is just as innovative and entrepreneurial in the 21st Century as it was in the 19th Century. Blending bicycle and pedestrian accommodations within Manchester’s existing streets exemplifies the Manchester Connects goal of encouraging multimodal transportation, providing transportation options, and getting people out of their cars to walk or bike between destinations in Manchester.

Long-Term Components:

The Loop Consists of:

A marked pedestrian pathway for sidewalks, cross walks, and the Riverwalk
Marked bicycle lanes
Signage
Highlighted public spaces for gathering and public art
Event spaces
Innovative features or technology
Historical Interpretation
Public Art
Educational components (history, environment, etc.)

The recommendations included in this Action Kit will be undertaken over a period of time. Smaller events with temporary installations will allow the Manchester Connects team and its partners to fine-tune their approach by providing an opportunity to test various approaches and ideas. The idea is that a number of short-term

and temporary activities can occur while the team is fundraising and working to secure necessary approvals for permanent infrastructure. In addition to helping the Manchester Connects team to test public reception of different activities, these short-term projects also provide an opportunity to test the organizational structure and collaborative framework.

Events such as a community-wide “Paint The Loop” celebration may be a successful way to build interest in The Loop, create support for a more permanent installation, and keep initial operation and maintenance costs low. Beginning with short-term and temporary activities will help to build support and increase public knowledge of The Loop and Riverwalk, so the Manchester Connects team can build a base of interested people to help or simply attend events as The Loop and Riverwalk are developed.

GETTING IT DONE

The Loop project encompasses a diverse set of issues and disciplines and is envisioned to be a multi-partner effort between several local organizations. An informal group acting as “Manchester Connects” is anticipated to lead the effort with programming support from Intown Manchester.

There are others in Manchester that would likely be interested in participating in The Loop. These organizations and individuals include, but are not limited to, the Greater Manchester Chamber of Commerce, Millyard business and property owners, Granite YMCA, and other charitable organizations.

In addition to the non-profit partners, municipal support will be necessary. A variety of city departments and boards/

BUTLER TRAIL
Austin, TX



In the heart of Austin, TX lies the Ann and Roy Butler Hike-and-Bike Trail at Lady Bird Lake, a lush, urban path that meanders along the water’s edge and passes by skyscrapers, neighborhoods, ball fields, and cultural attractions. With more than 2.6 million visitors per year, the 10-mile hike-and-bike trail is Austin’s most recognized and popular recreational facility. The trail offers outdoor recreation, a scenic natural environment, and a diverse mix of people.

A major public-private effort in the 1970s led by the Citizen’s Committee for a More Beautiful Town Lake and its Honorary Chairwoman, Lady Bird Johnson, beautified and restored the area. Today, it is the longest trail designed for non-motorized recreation in Austin and citizens hit the path for scenic runs, bike rides, and leisurely walks of all distances. The Trail grew out of a sense of community spirit and responsibility, and it is that same enthusiasm and devotion that ensures that it is protected for future generations. In 2003, the Town Lake Trail Foundation (now The Trail Foundation) was formed to continue the work of the Citizen’s Committee and ensure that the Trail remains one of Austin’s most beloved places.

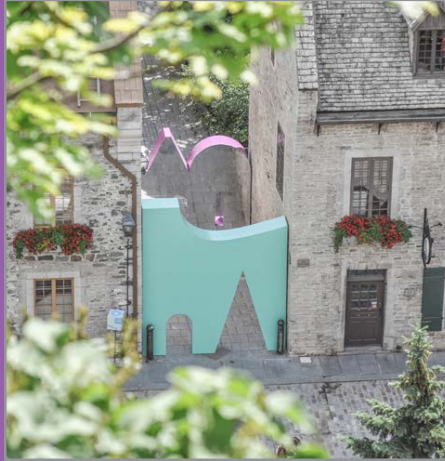
Sources: www.thetrailfoundation.org,
www.runnersworld.com

UNUSUAL PASSAGES

Quebec City, QC



Innovative and interactive art brings a community in Quebec together. Unusual Passages is a public art walk that displays different art each year throughout two of Quebec's historic districts. The artwork ranges from sculptures in unusual places (a conglomerate of plastic items installed on a fire escape) to interactive whimsical pieces that give people a laugh (pool noodles installed on buildings to create a noodle tunnel). Unusual Passages has even included small parks in their installations, like the Above Ground Pool. In addition to providing a series of attractions in Old Quebec each summer, Unusual Passages seeks to amaze and delight. If you're not looking carefully, the public art can blend into the urban fabric.



Widely photographed and shared on social media, Unusual Passages provides an opportunity for local artists, sculptors, and other creative individuals to have their work publicized while bringing excitement and intrigue to the city.



commissions will likely be involved, at a minimum, in the permitting. However, additional municipal involvement could help promote The Loop and move it from a more temporary installation to a permanent fixture in Manchester. These city departments and boards/commissions include, but are not limited to: the Planning and Community Development, the Department of Public Works, the Parks and Recreation Department, the Public Art Commission, and the Historical Commission. Though it is envisioned that The Loop will remain managed by the non-profit partnership, there is some precedent for municipalities adopting and supporting successful projects within their communities.

The Loop will create opportunities for residents to take an active role in development and maintenance. An annual "Paint The Loop" community event may be a good model to build excitement and community ownership. Residents and groups could come together either on one particular day or over several days to paint different sections of The Loop. This could function like an adopt-a-planter or adopt-a-highway program – individuals and groups could adopt a portion of The Loop and either paint it a designated color or provide their own design to personalize their stretch of The Loop.

Even if residents will not be involved in painting The Loop, there would be opportunity for residents or local employees to volunteer to assist with maintenance, programming, or other activities.

There are also strong opportunities for local arts and culture organizations and educational institutions to be involved in developing programming and/or signage for The Loop. Educational signage that speaks to particular events in Manchester's history or the historic importance of the Millyard could be incorporated into the

Sources, top to bottom: www.justinpluslauren.com, www.architizer.com/projects/petite-vie, Le Soleil

LIST OF MATERIALS + FURNITURE THAT COULD BE UTILIZED FOR THE LOOP

	Chairs	Tables	Umbrellas	Umbrella Base	Large Planters	Medium Planters	Planter Caddies	Plants & Flowers**	Notice Boards	Pavement Paint
Price Range	\$40- \$125+	\$45- \$150+	\$40- \$75	\$80- \$100	\$500- \$1,000	\$50- \$400	\$15- \$20	\$15- \$50	\$10- \$35	\$43
EXAMPLES	 \$42	 \$46	 \$40	 \$80	 \$550	 \$50	 \$15	 Emerald Green Arborvitae \$22	 \$12	 \$43
	 \$46	 \$65	 \$50	 \$95	 \$700	 \$120	 \$16	 Blue Star Juniper \$25	 \$18	
	 \$56	 \$110	 \$56		 \$755	 \$280	 \$16	 Golden Sword Yucca \$40	 \$20	
	 \$110	 \$115	 \$60		 \$860	 \$295	 \$20	 Green Mountain Boxwood \$42	 \$35	

** Suggested Plantings Based on Year Round Planters
Source: CivicMoxie

Putting a Price Tag on Improvements

These charts explore various kinds of inexpensive, lightweight furniture, planters and greenery that can be used along The Loop. The budget below does not include labor or permit costs and is only a rough estimate of materials costs to give a starting point for discussion. Tactical urbanism usually relies on a combination of purchased, donated/sponsored, and even second-hand materials in order to keep budgets low. New York City DOT used \$40 classic canvas webbing lawn/beach chairs in its initial transformation of Times Square from traffic island to people place. In Manchester, the solutions should draw on local culture, possible sponsors, and the interests of funders and collaborators.

PRELIMINARY BUDGET ESTIMATE FOR A PUBLIC SEATING SPACE ALONG THE LOOP/RIVERWALK AT ARMS PARK

	Quantity	Estimated Average Price	Total Price
Tables	15	\$100	\$1,500
Chairs	60	\$70	\$4,200
Umbrellas	10	\$50	\$500
Umbrella Base	10	\$85	\$850
Large Planters	8	\$700	\$5,600
Medium Planters	25	\$250	\$6,250
Planter Caddies	5	\$15	\$75
Plants and Flowers	150	\$40	\$6,000
Pavement Paint	3	\$40	\$120
Community Notice Board	3	\$35	\$105
Total			\$25,200

Loop Component:	Potential Permitting Needs:
A marked pedestrian pathway for sidewalks, cross walks, and the Riverwalk	Permission from the City and private property owners to paint pavement. Approval of paint materials (maintenance, safety). If State roadway, permission from same.
Marked bicycle lanes	Coordination with DPW and ongoing bike initiative, Permission from City and private property owners (possibly State as well)
Signage	Permission from DPW, coordination with wayfinding effort, and coordination with Public Art Commission about aesthetics, materials, responsibility.
Highlighted public spaces for gathering and public art	Permission from private property owners and City, storage and security locations for street furniture. Must address liability issues.
Event spaces	Permission from private property owners and City, storage and security locations for street furniture. Alcohol permits, electrical, water, data hookups, and public safety all require permission. Must address liability issues.
Innovative features or technology	DPW, Planning permits, permission from private property owners and City, electrical hookups, etc.
Historical Interpretation	Coordination with Historical Commission.
Public Art	Possible permits for installations.
Educational components (history, environment, etc.)	Requires coordination with partners.

overall signage and wayfinding program to provide an additional dimension to The Loop. It is envisioned that The Loop could serve as the backdrop for public art. Artists could provide installations or other pieces to add interest to The Loop.

Lastly, it is important to consider that this Loop project encompasses a mix of public and privately-owned property. In the Millyard, the pathway will require easements or other access to private property. In addition, City and possibly

State permits will be needed before the installation of temporary or permanent signage, markings, etc. Above is a list of possible permitting and permissions necessary for various components of The Loop.

It is likely that multiple organizations, led by Manchester Connects, will come together to create The Loop. As these partnerships are being formed, ownership and maintenance requirements will need to be defined and agreed to. As The Loop

THREE RIVERS REVITALIZATION

Pittsburgh, PA



Pittsburgh's Riverlife coalition has taken action over the past 17 years to revitalize large stretches of its riverfront – particularly vacant former industrial lots – and to provide access to the water. As a result, the whole city has reaped the financial impacts of public-private investment in the waterfront area. Hundreds of housing units have been built near the riverfront. For each dollar invested in the riverfront, \$32 has been invested into developing waterfront and adjacent properties; leading to a total investment of \$4.1 billion over 15 years. Property values near riverfront improvements have increased twice as much as the average citywide increase.

Public plazas constructed along the Three Rivers trail system provide new venues for cultural events, entertainment, and recreation and attract a broad consumer base from throughout Pittsburgh and the region. Investment in this public waterfront pathway has fostered an additional \$2.6 billion in private investment on and adjacent to the water over the last 15 years. Developers and property owners have worked with the Riverlife coalition to achieve shared goals. The coordinated efforts between public and private actors have contributed significantly to the local tax base, created jobs and housing, grown the retail market, and reshaped the perception of Pittsburgh and its formerly gritty riverfront.



Sources: www.stradallc.com, www.intersporttwinsport.nl

SCHUYLKILL RIVER TRAIL

Philadelphia, PA

The Schuylkill River Trail along the Schuylkill River in Philadelphia is an eight-mile segment of trail that links downtown Philadelphia to Valley Forge. The Schuylkill River Trail is part of a larger Philadelphia Trail Master Plan; the larger Philadelphia Master Plan aims to connect the river and Center City. These connections provide a safe, off-road alternative for pedestrians and cyclists, create opportunities for outdoor recreation, and improve access to open spaces along the city's riverfront.

Portions of the downtown section run adjacent to a highly-active rail system and function as a rail-with-trail park that includes pedestrian and biking paths safely protected by fencing that are connected to the street by a series of accessible ramps and stair towers at cross-street intersections. A freestanding 2,000 foot long, 15 foot wide concrete structure with four overlook platforms extends the trail system to the southern section of the city. The trail acts as a main pedestrian avenue that connects historic sites, scenic recreation areas, transit stations, and shopping districts.



Source: www.visitphilly.com/articles/philadelphia/12-reasons-every-week-is-love-your-park-week-in-philadelphia/

expands into a more permanent fixture, the partners will need to identify and negotiate connections to local utilities including water, sewer, and electric. More information is provided in the suggested Work Plan.

WORK PLAN

As with any other large-scale community project, the development of a structured, but flexible, work plan is a necessary first step. This kit provides an initial work plan that can be elaborated or altered to meet the community's need.

A. Phasing Plan

Phase I

Since The Loop is such a large-scale project, the first step will be to develop a phasing plan. As mentioned previously in this kit, we recommend that The Loop be developed incrementally. The entire distance should be demarcated from the beginning, but how it is marked should evolve over time. Initially, a lighter, quicker, cheaper approach of a simple painted line with temporary signage is recommended.

Before anyone can take paint to sidewalk, the partner organizations and individuals will need to finalize The Loop's path and identify spaces for placemaking opportunities. The Placemaking Kit provides guidance on identifying and prioritizing potential placemaking spaces.

Another important element of the Phasing Plan is the timeline and launch event(s). The official opening of The Loop should be celebrated with an event, either a Paint The Loop event or a Loop Unveiling. This event could include a scavenger hunt or stations at different points along The Loop to encourage participants to walk or bike the entire Loop on the first day.

Phase II

The second phase deals directly with the Riverwalk portion of The Loop. This is a second phase because it is likely more involved than demarcating the rest of The Loop as it definitely includes negotiating public access to private properties. The primary partners will need to work with the City, individual property owners, and other stakeholders to finalize the Riverwalk's route and identify potential future connections to other multi-use recreational paths in the area.

As with the full Loop, the phase will also require the development of a specific timeline and launch event as well as decisions regarding how the Riverwalk will be demarcated. It could be marked to match other multimodal paths in the area, to match The Loop, or some combination of markings to show its relationship to both other recreational paths and The Loop.

B. Identify The Key Roles

The work plan will need to identify the key roles and include descriptions of each responsibility. At a minimum, the following roles will need to be filled: project lead, liaisons to community partners, permitting liaison, and a marketing and promotions lead.

The project lead will serve as the project manager, taking high-level responsibility for every aspect of the project and primary responsibility for coordinating the various aspects of developing The Loop. The project lead will help orchestrate all of the projects and activities that contribute to a successful launch and ongoing maintenance.

Liaisons to community organizations will represent each of the partner and allied organizations. These individuals will be responsible for coordinating their

THE POSITIVE IMPACTS OF PEDESTRIAN BRIDGES

Walkway over the Hudson - Poughkeepsie, NY

Pedestrian bridges have been documented to have significant impacts on economic development, increases in tourism, enhanced image for a city or town, and health benefits. One such case is in Poughkeepsie, a city that has some similarities to Manchester.

The Walkway over the Hudson is a restored railroad bridge that spans 1.2 miles from Poughkeepsie, NY across the Hudson River to the Town of Lloyd. Poughkeepsie is a city of 30,000 with area population of 70,000 residents that has been struggling through difficult economic conditions for years. The bridge project was conceived in the 1990s after the existing railroad bridge burned in a 1974 fire. The span, which re-opened in 2009, now takes credit for providing a significant assist to revitalization efforts in the city. "The Walkway was an angel sent from heaven to assist in the renaissance of the city of Poughkeepsie," affirms Charles North, President and CEO of the Dutchess County Regional Chamber of Commerce. An economic impact study recently completed estimated an annual direct spending economic impact of \$14.6 million from 267,700 users. In year one, the bridge tripled that with 780,000 visitors and now regularly pulls 500,000 annually, with half coming from outside



the region, including every state and 48 countries. Much like Manchester, the waterfront is separated from the downtown by barriers including the train tracks. With increased visitorship to the bridge and property looking desirable when compared to New York City's soaring prices, "the City Council was prodded by Walkway, the Chamber of Commerce and Scenic Hudson to rezone the area from industrial to mixed-use, paving the way for better river access and more development all spurred by a pedestrian bridge."



Sources, top to bottom: www.nextcity.org, www.NewYorkUpstate.com, www.youtube.com

STREETSLIVE!

Fargo – Moorhead, MN



StreetsAlive! in downtown Fargo-Moorhead is an open-street festival that celebrates and promotes people-powered movement and healthy lifestyles. A loop road between Fargo and Moorhead is closed to vehicular traffic to host events and markets. Occurring every Sunday afternoon from late June to late August, the festival drew in nearly 14,000 attendees in 2016 and hopes to top that in future years. The event is always free and is a great excuse to “ditch the cars, grab the kids, and get moving.” The festival features various activities such as kickboxing, Zumba, hula hooping, and Pilates scheduled throughout the day as well as vendors, food (including healthy options), music, and entertainment. This event has changed residents’ perceptions about multimodal transportation, and many more people are now favoring compact development and walkable neighborhoods.



Sources: Fargo Moorhead StreetsAlive, www.inforum.com

organization's contributions to the overall project and communicating project updates, changes, and events to their organization and members.

The permitting liaison will be the contact for all permitting, whether through the Planning Department, the Department of Public Works, or other entity. This person will manage the permitting process, represent the project at public hearings, coordinate with each necessary department/board, and communicate information about the permitting process to other project team members.

The marketing and promotion liaison will lead the marketing and promotional efforts for The Loop. This individual will likely lead a team of marketing and promotions volunteers to assist with spreading the word. This person will be responsible for developing a marketing plan, identifying local newspapers and other media outlets where planning meetings and events should be advertised, creating and distributing fliers and other written materials promoting The Loop, and working to ensure that the community is aware of the activities related to The Loop.

As The Loop evolves and grows, it will likely be necessary to change and add key project roles. These additional roles include, but are not limited to, maintenance team leader, fundraising chair, and events coordinator. Partner organizations may be responsible for some of these efforts. For example, Intown Manchester could serve as the events coordinator and work with the placemaking team to provide programming at designated locations along The Loop.

C. Identify Key "Doers"

Once the various roles are identified and each step in the phasing plan has been determined, the work plan will identify

individuals and organizations responsible for each implementation step. These assignments should consider available resources, skills, areas of expertise, and the responsibilities discussed above.

D. Funding Plan

An important portion of the work plan is the funding plan. This plan should identify the various costs of implementing The Loop at different stages of its development. For example, the initial painting would not include significant costs, but the permanent signage and wayfinding program could be quite costly.

An initial budget needs to be developed and sources of necessary funding should be identified. This budget should consider public and private sources of money including grant opportunities, donations, and municipal support. Though the initial budget will likely be relatively small, estimated budgets should be developed for future years that include permanent signage, public art, interpretive signage, and maintenance.

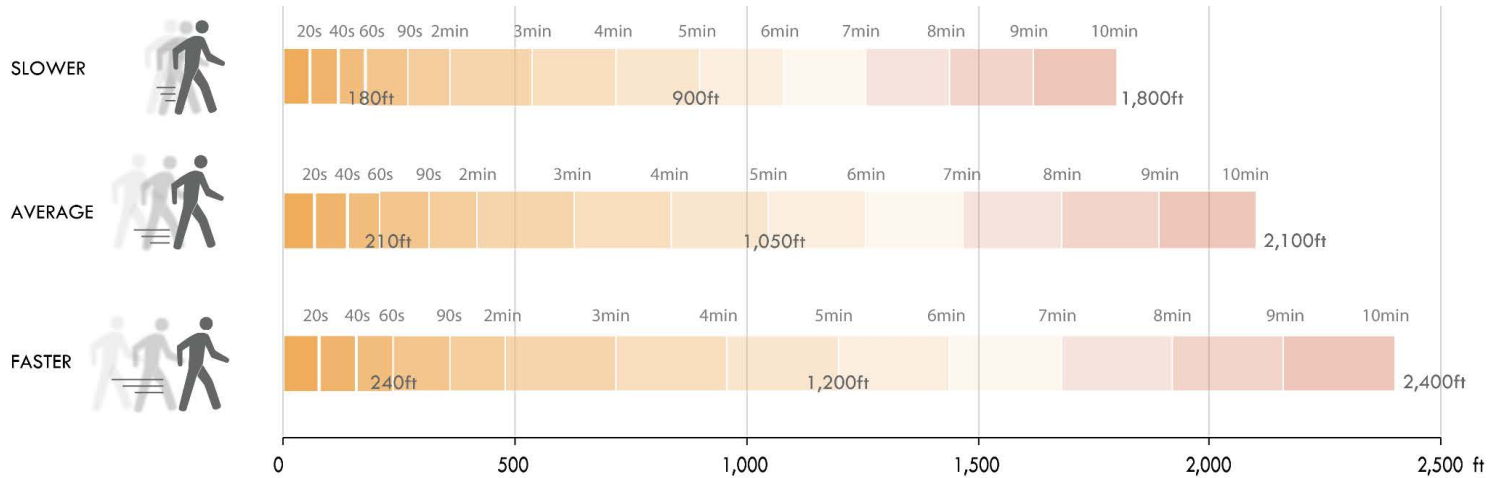
SUMMARY

The Loop is fully representative of the Manchester Connects project in that it will highlight the physical connections between Downtown and the Millyard, promote multimodal transportation, and provide opportunities for publicity and exposure for Millyard businesses. The collaborative nature of the project is an excellent fit for committed stakeholders.

PEDESTRIAN CONNECTIVITY IN THE MILLYARD AND DOWNTOWN

INFORMATION FOR FUTURE USE

The Loop is just the start of improving pedestrian connectivity in the Millyard and Downtown. The following pages illustrate how challenging the current environment is for pedestrians.



Walking Distance and Time



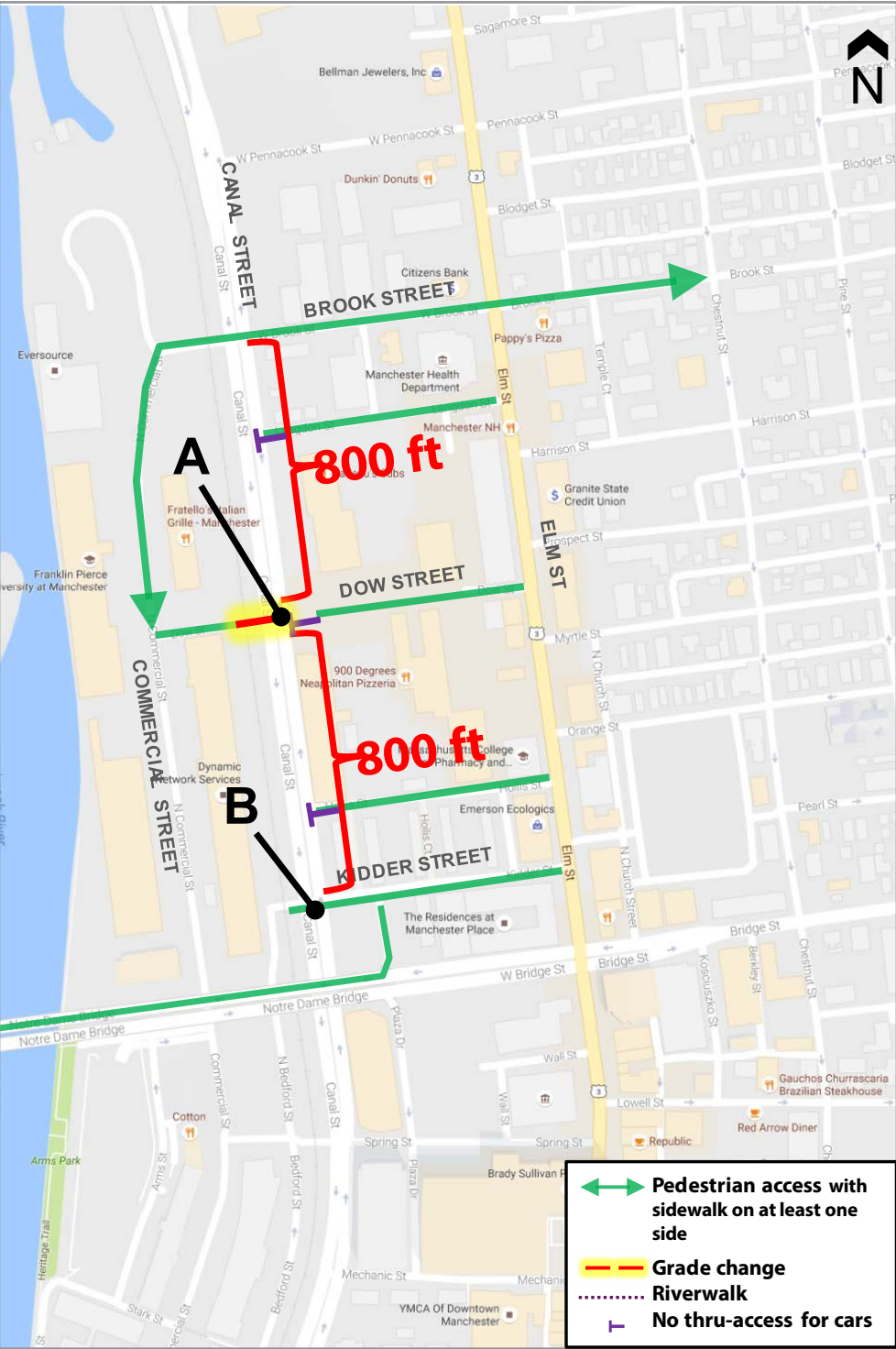
Top: Dow at Canal, looking east, grade changing over rail (A on map at right)



Bottom: Kidder at Bedford, no sidewalk (B on map at right)

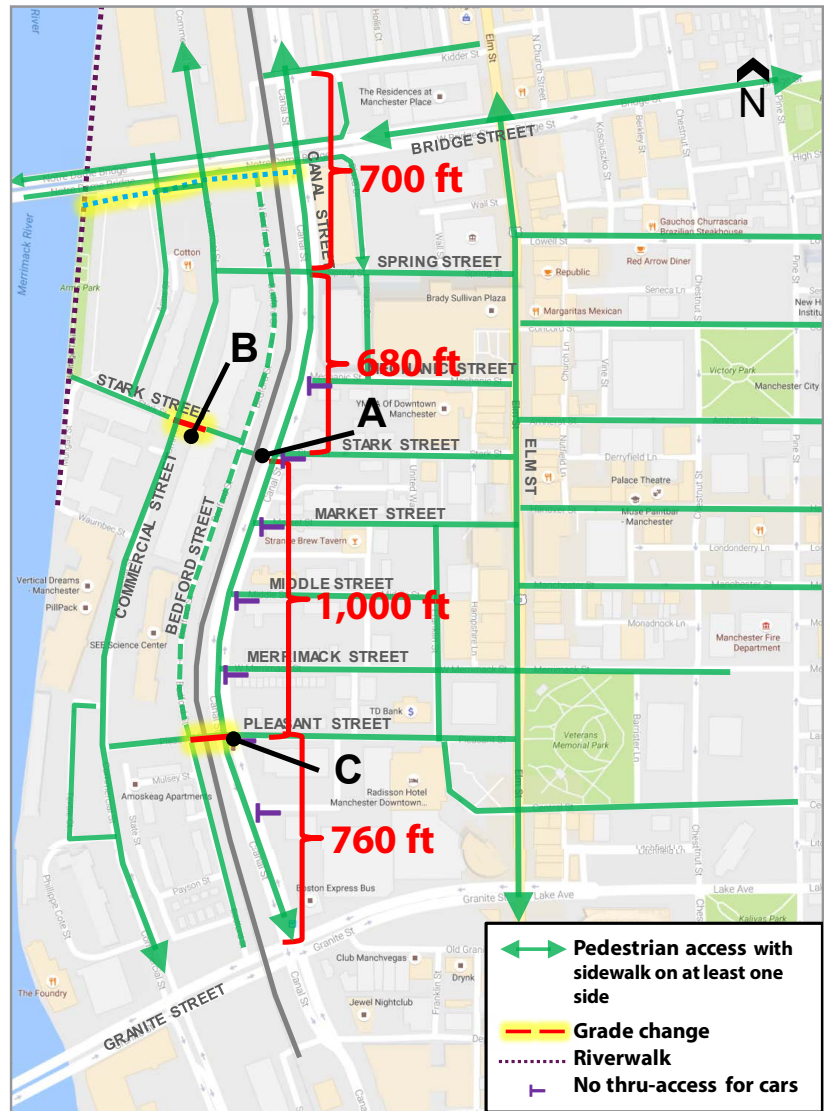
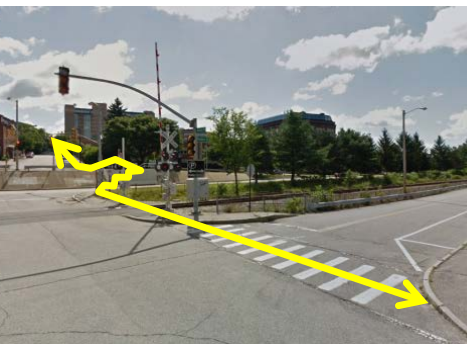
Source (photos and chart): Nelson\Nygaard

PEDESTRIAN ACCESS TO THE MILLYARD: NORTH SECTION



Source: Nelson\Nygaard

PEDESTRIAN ACCESS TO THE MILLYARD: MIDDLE SECTION



Source: Nelson\Nygaard

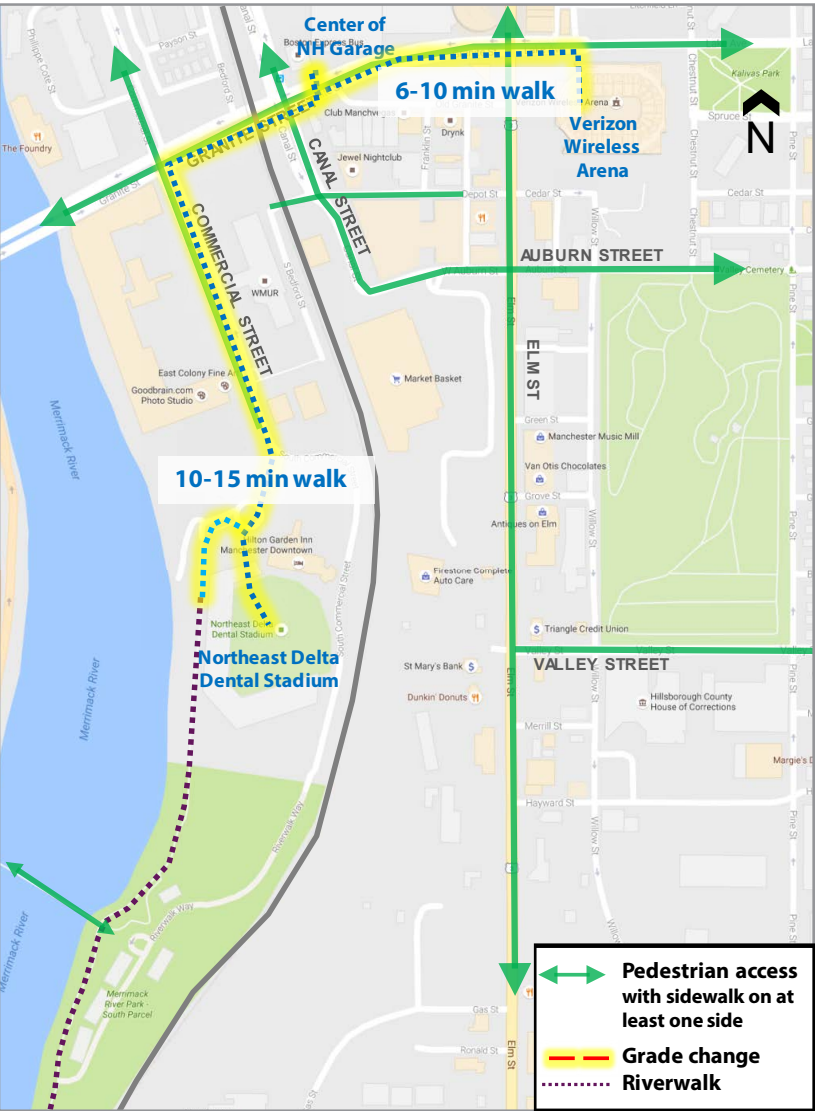
Top: Stark at Canal, looking west, crossing rail track (A on map at right)

Center: Stark at Commercial, grade change (B on map at right)

Bottom: Pleasant at Canal, grade change in street (C on map at right)

Source: Nelson\Nygaard

PEDESTRIAN ACCESS TO THE MILLYARD: SOUTH SECTION



Source: Nelson\Nygaard