



## **THE POP-UP ECONOMY**

**26**

**MUNICIPAL  
IMPLEMENTATION  
TOOL #26**

**NOVEMBER 2014**

This brochure is one in a series of Municipal Implementation Tools available to local governments and planning partners to assist in implementing the region's long-range plan, *Connections 2040: Plan for Greater Philadelphia*. Prepared and adopted by the Delaware Valley Regional Planning Commission (DVRPC), the long-range plan provides a sustainable land use and transportation vision for the region's growth and development through the year 2040. *Connections 2040* establishes four key strategies that are essential to realizing a sustainable future:

- Manage growth and protect the environment;
- Create livable communities;
- Build the economy;
- Establish a modern, multimodal transportation system.

Municipal governments have the primary authority and responsibility to implement these policies. The Municipal Implementation Tool (MIT) series is designed to introduce local officials and citizens to planning techniques that may be useful in their communities. Each MIT covers a different topic and provides an overview of the use of the tool, the benefits, and best practices from within the Greater Philadelphia region. For additional information about DVRPC and the *Connections* planning process, please visit [www.dvrpc.org/Connections/2040](http://www.dvrpc.org/Connections/2040).

To learn about and download additional MIT brochures, visit [www.dvrpc.org/asp/PublicationSearch](http://www.dvrpc.org/asp/PublicationSearch). Select "Type of Report" under "What to Search For," and "Municipal Implementation Tool" from the list presented.

## What is the Pop-Up Economy?

The pop-up economy can be summed up in one word: **temporary**. The pop-up concept is a nationwide trend, which has gained momentum in recent years. Whether it is an international brand or local artisan, public park or arts festival, the pop-up economy has proven to be a successful strategy for all involved. The pop-up economy typically manifests itself in one of three forms: **Pop-Up Shop**, **Pop-Up Event**, and/or **Pop-Up Planning**. The common variable leading to the success of the pop-up economy, no matter the manifestation, is that of **risk reduction**. The ability to offset risk in a variety of ways has made the pop-up economy attractive to entrepreneurs, restaurateurs, municipalities, nonprofits, and private citizens alike.

### *Pop-Up Economy Buzzwords:*

**Parklet:** Typically, a small structure used to provide amenities and green space along a sidewalk in urbanized areas. Often the size of a standard parking space, parklets extend the pedestrian realm into the street. Many parklets are temporary, seasonal, or mobile.

**Tactical Urbanism:** Small-scale projects, often inexpensive and temporary, that are intended to positively impact a community and create a sense of place in a socially equitable way.

**Pavement to Plazas:** A term used to define a movement to convert underutilized paved areas into vibrant public spaces, with little capital expenditure.

**Complete Streets:** An approach to transportation design that works to create a streetscape that is safe, comfortable, and inviting to all users, no matter their mode of transportation.

**Better Blocks:** The idea that temporary alterations and improvements can be made to existing streetscapes in order to demonstrate the potential for a more vibrant and pedestrian-friendly environment.

**Guerrilla Urbanism:** Citizen actions designed to improve or alter public spaces as a means to create conversation and encourage municipalities to enhance the public realm. Although activist in nature, some guerrilla urbanism has been interpreted as vandalism.

**Lean Retail:** A business model formed during the recession that applies the low-risk, innovative, online-retail model to traditional brick-and-mortar stores. Also known as a pop-up shop.

**Open Streets:** An initiative supporting the act of temporarily closing streets to automobile traffic to encourage its use by pedestrians and cyclists. Often considered synonymous with a “block party,” Open Streets has a goal to inform communities of the benefits of improved pedestrian-oriented public spaces and encourage physical activity.

**Park(ing) Day:** An annual worldwide event in which artists, citizens, and designers work to transform parking spaces into vibrant public spaces. Park(ing) day began in San Francisco and is credited with popularizing the parklet concept.



## What Form Does the Pop-Up Economy Take?

### *Pop-Up Shop*

In the private sector, the pop-up economy has manifested itself in the form of temporary retail and food establishments, commonly referred to as **pop-up shops**. The pop-up shop often occupies a vacant storefront for a limited time and may take the form of a restaurant, art gallery, or retail shop. Mobile businesses, such as food trucks, are also a popular way for individuals without a storefront to participate in the pop-up economy. This type of pop-up is beneficial to local entrepreneurs, artists, and restaurateurs, and in recent years has gained in popularity among national and international brands, such as UNIQLO and Kate Spade.

### *Pop-Up Event*

Festivals, concerts, and markets have been around for years; however, in most cases, these types of events are executed annually, with a predetermined theme and/or location. In recent years, many municipalities throughout the country have begun experimenting with **pop-up events**. Unlike traditional festivals, concerts, or markets, the pop-up is often a one-time event (with no anticipation of it becoming an annual tradition). Furthermore, pop-up events are often executed with a small budget and held in unusual or nontraditional locations. This is done with the anticipation that private investment in the area will follow.



**Camden Night Gardens:** a pop-up event held in April 2014 in Camden, N.J. to promote businesses, artists, and the Camden waterfront.

### *Pop-Up Planning*

The pop-up trend is most often associated with pop-up shops and food trucks, but the social and economic benefits often attributed to pop-ups have led municipalities to experiment with the idea of **pop-up planning**. The temporary nature of pop-ups offers a low-cost way for municipalities to engage the public before making time-intensive **zoning** changes or large capital investments, **infrastructure** projects, or **placemaking** activities.



#### **Norfolk, Virginia**

The city hired a placemaking consulting firm, Team Better Block, to temporarily improve Granby Street by creating a new public plaza, parklets, pop-up shops, art installations, and temporary street improvements. The intent was to show that through small investments, a streetscape can be significantly improved, work to create a sense of place, and encourage further investment.

#### *Zoning*

In many municipalities, current zoning codes and ordinances unintentionally discourage placemaking endeavors. Cities, such as Norfolk, Virginia, have experimented with zoning “grace periods,” which temporarily allow entrepreneurs and local officials to break specific local regulations.

#### *Infrastructure*

Large capital projects can be difficult and expensive for municipalities to implement. Therefore, pop-up planning allows them to temporarily test new ideas. Examples throughout the country have demonstrated that pop-up planning can be used to experiment with bicycle lanes, streetscape improvements, way-finding, or even road dieting (the process of removing lanes to narrow existing roadways).

### *Placemaking*

There is an intrinsic need for parks and open space within a community; however, municipalities may not always have the space or budget available to provide these amenities. The Pavement to Plazas movement, parklets, and art installations are all ways in which the pop-up trend can be applied to planning and placemaking. The Better Block movement combines pop-up infrastructure and placemaking to demonstrate an area's potential.

#### **Quick Facts on Parklets**

- A Great Streets Project study found that a parklet in San Francisco increased peoples' sense of neighborhood character by 10%.
- Construction and design costs typically range from \$5,000-\$15,000 depending on design and materials.
- Some cities encourage local businesses to implement parklets; others have undertaken the process themselves.
- A permitting and maintenance process will need to be implemented, if the city is encouraging business owners to construct parklets.
- Issues of liability are a concern, if the private sector will be implementing parklets. Liability insurance needs to be a part of the permitting process.
- It should be clear that parklets are a public amenity, and not for the exclusive use of adjacent businesses.



## Who are the Parties Involved?

What has made the pop-up trend so widespread is that it is often an inclusive and grassroots movement. However, participation between the public and private sectors is crucial to ensure the success of pop-up shops, events, or planning. Some of the parties to consider are:



### *Public-Private Partnerships*

Creating public-private partnerships will reinforce all parties' social, economic, and political capital, pulling together all potential resources to ensure the success of the pop-up. For example, the City of Philadelphia partnered with the Food Trust to successfully execute the popular Night Market pop-up series. More information on public-private partnerships is available in DVRPC's *Municipal Implementation Tool #21: Public/Private Partnerships*.



## What are the Benefits of Pop-Up Shops, Events, and Planning?

### *Pop-Up Shop*

#### *Municipal*

**Municipalities** benefit economically from private-sector pop-up shops in multiple ways. The pop-up economy is often geared toward local businesses, which have proven to recirculate sales within the local economy at a much greater percentage than chain stores and restaurants; this is known as the **multiplier effect**.<sup>1</sup> Since the pop-up economy is attractive to local artisans and entrepreneurs, the municipality can be assured that a much greater portion of their sales will recirculate locally. In addition to the multiplier effect, sales made in pop-up shops result in an increase in **sales tax revenue** that the municipality would not have enjoyed if the storefront had remained vacant while the landlord continued to search for a long-term tenant. Even though pop-up shops are temporary, they serve as a low-cost and low-risk action to catalyze investment and development.

#### *Property Owner/Business District*

The owners of vacant properties can also economically benefit from the pop-up economy. Traditional leases are long-term; when viable tenants cannot be found, the extended vacancies that result can be a financial burden to **landlords**. The temporary nature of the pop-up shop allows a landlord to lease a property for the short term, providing a temporary revenue stream while marketing the property for a long-term tenant. The marketability of an active storefront is greater than that of a long



---

<sup>1</sup> This means that a significant portion of each dollar earned by a local retailer will be spent within the community.

vacant shop. In some cases, a pop-up retailer may decide to enter into a long-term lease. In Philadelphia, the Franklin Flea, a pop-up flea market, has witnessed many of its vendors pursue a brick-and-mortar shop after seeing success at the flea market. One example is Scout Salvage, which opened a permanent location in Old City in October 2013.

### *Entrepreneur*

Perhaps the greatest economic benefits are realized by the **entrepreneurs**. The pop-up economy provides increased opportunities, while limiting risk. Online websites, such as Etsy, ebay, and Craigslist, have created virtual marketplaces that provide a low cost of entry to artisans and entrepreneurs. As these online businesses prosper, they often search for additional ways to grow their business, but the high costs and risks associated with a brick-and-mortar store frequently deter individuals from taking this next step. The pop-up shop provides business owners the opportunity to test a new product, concept, brand, or market before making any long-term investments. Whether the duration is a couple of days or a few months, the short-term aspect of a pop-up shop allows for an easy out if the business proves to be less successful than anticipated. Furthermore, opening a pop-up shop creates the opportunity for a business owner to interact with past and future customers in person, which provides an opening for valuable feedback regarding the brand or product. This interaction also increases customer loyalty and adds a human dimension to the retail experience.

### *Pop-Up Event*

#### *Economic*

While typical festivals and events are often held in established neighborhoods, pop-up events can also be used to showcase a community's potential. Pop-up events frequently highlight neighborhoods that are traditionally not considered cultural or economic centers. These events temporarily bring activity and investment into these areas with the hope of attracting sustained private-sector investment. Furthermore, pop-up events provide venues for local food



## Philadelphia, PA

An initiative of the Food Trust, Night Market is a food festival that pops-up in different neighborhoods throughout the city. The motivation is twofold; the event works to promote up-and-coming neighborhoods, as well as local entrepreneurs and restaurateurs.

In June 2014, the Food Trust was awarded a \$150,000 grant from the Economic Development Administration to ensure the Night Market's continued success. This was after the event was proven to have had an \$11 million impact on Philadelphia's economy.

trucks and retailers, which may increase the potential profit for their businesses. Pop-up events enable municipalities and local organizations to have a significant impact with little upfront cost.

### *Social*

By encouraging pop-up events in areas of the city that are not traditionally the recipient of private investment, a municipality is able to demonstrate a continued dedication to those communities, even when significant financial resources are not available. The event also works to attract visitors into the area and promotes a community that is more socioeconomically balanced. In some cases, pop-up events are more spontaneous and require citizens to work together toward common goals, which results in greater social cohesion.

## *Pop-Up Planning*

### *Economic*

Municipalities are often hesitant to make changes to current zoning codes and ordinances, or pursue infrastructure or placemaking projects, due to the uncertainty of the results. Pop-up planning enables these changes to be tested at little cost with reduced risk. Since the changes are only temporary, they can be reversed if proven to be ineffective. Streetscape improvements, for example, demonstrate a municipality's plan for a community and what the potential of an area may be, and may spur private sector investment.

Open space and parks have a positive economic impact; however, there may not be sufficient land available for new parks. Parklets and pop-up parks are a cost-effective and spatially efficient means of adding open space into the built environment. Furthermore, the option to allow shop owners to construct parklets in front of their stores provides a public amenity at no cost to the municipality.

### *Social*

The planning profession encourages a collaborative and socially equitable planning process. Pop-up planning provides municipalities with a way to engage the public and solicit input before pursuing permanent projects. Pop-up planning offers an innovative alternative to conventional public meetings, and may reach an entirely different or even broader audience. Pop-up planning works to create a more civically involved citizenry; when residents feel that their voices are being heard, they are more likely to be involved in future endeavors, resulting in the exchange of new ideas and points of view.

### **Cleveland, Ohio**

*Pop-Up Rockwell* (a Complete and Green Streets experiment) was an event in which the city tested potential bicycle and pedestrian infrastructure improvements for one week, allowing residents the opportunity to interact with and provide input on the proposed improvements before the city proceeded with any substantial investment.

## What are the Benefits of Placemaking?

Often a result of the pop-up trend, placemaking is defined as the act of improving the built environment to create unique and vibrant communities. According to the Project for Public Spaces, there are 10 benefits to placemaking, and therefore 10 potential benefits of the pop-up trend:

one: supports local economies

two: attracts business investment

three: attracts tourism

four: provides cultural opportunity

five: encourages volunteerism

six: reduces crime

seven: improves pedestrian safety

eight: increases public transit use

nine: improves public health

ten: improves the environment

## What are the Potential Challenges?

### *Zoning and Permits*

As with any legitimate form of business, regulations must be in place to protect the integrity of that business, as well as the health and well-being of customers and the general public. The pop-up economy has introduced new business models into local communities, and current zoning laws and ordinances may not address this form of business. In order to encourage a successful and responsible pop-up economy, zoning laws and local ordinances may need to be adjusted. Even though some municipalities offer “event” and/or “temporary use permits,” pop-ups do not always fit into either of these categories. However, it is important that regulations not be so restrictive as to impede the spontaneous nature of the pop-up economy. The business model of pop-up shops, such as food trucks, is built around the ability to locate where there is demand and adapt on a daily basis. If ordinances are too restrictive, this business model will no longer be viable.

## Birmingham, Alabama

In addition to Birmingham’s PopUp Project, where the city promoted pop-up shops in vacant storefronts downtown, the city has also seen a proliferation of successful food truck businesses. However, the success of this pop-up economy has also created conflict between brick-and-mortar shop owners and the food truck businesses. In response, the city proposed and drafted an ordinance that significantly restricts the food trucks and ultimately their profitability. Some of the topics addressed in the ordinance are:

- Permit Requirements;
- Compatibility with existing businesses; and
- Pedestrian safety

Food truck vendors reacted most negatively to these aspects of the ordinance:

- Restricting permitted locations (food zones);
- Requiring trucks to rotate between zones, potentially hindering development of customer loyalty; and
- Designating hours of operation.

### *Conflict with Traditional Brick-and-Mortar Businesses*

The rise of the pop-up economy, and the ability of these businesses to operate at a much lower cost than traditional brick-and-mortar businesses, may lead to a conflict between traditional and pop-up vendors in some communities. Traditional businesses argue that pop-up vendors possess the ability to relocate on a whim, often in close proximity to a brick-and-mortar store, creating direct competition with a significantly lower operating cost. These businesses suggest that ordinances should be written protecting their interests and permanent investment. However, the counter argument posited by pop-up vendors is that regulations specifically limiting or impacting pop-up shops are an infringement upon enterprise, and often create needless red tape that is counterintuitive to the spontaneity of a pop-up business. Municipalities should work to facilitate a healthy working relationship between brick-and-mortar businesses and pop-up vendors, educating all parties on the benefits of a diverse business community.

### **Los Angeles, California**

Regulations for the food truck industry were designed in a way that reinforced the aspects of the business that made it successful, such as mobility and access to their customer base, while leveling the playing field with brick-and-mortar restaurants. For instance, food trucks are graded, by the Health Department, in much the same way as restaurants, and must locate within 200 feet of a public restroom. These rules work to ease tensions between brick-and-mortar restaurants and food trucks, without discouraging free enterprise or becoming protectionist. It was also recommended that a task force of food trucks, associations, law enforcement officials, and the general public be formed to discuss incorporating food trucks into the city.



### *Inter-Governmental and -Departmental Cooperation*

Support from the community and private stakeholders is an important step in the pop-up economy; however, the need for inter-municipal and/or -departmental cooperation will be important, primarily in pop-up planning. This is due to the fact that pop-up planning often involves alterations to infrastructure, even if only temporary, which may require county or state level involvement in addition to public works or streets departments. If pop-up planning is being considered for county or state highways, it will be imperative to gain approval and support from necessary authorities. Having support from these authorities will help avoid conflict and delays, and it may lead to a more expedited and streamlined pop-up process in the future.

### **Collingswood, New Jersey**

In 2014, Collingswood built a traveling pop-up parklet that it installed in a parking lane on their borough's main street, Haddon Avenue. Since Haddon Avenue is also County Route 561, approval from Camden County was ultimately needed to avoid liability issues between the municipality and the county.

### *Public Perception*

As with traditional planning, pop-up planning must be a collaborative and equitable process. Pop-up planning is often associated with the "creative class," and some instances of pop-up planning have been accused of exhibiting elitist undertones. When those executing the pop-up fail to involve or take into consideration the desires of all potential users or stakeholders, the social equity of the project may be called into question. When executed properly, pop-up planning offers an opportunity to enhance the collaborative nature of the planning process.

## What are Some Tips for Successful Pop-Up Shops, Events, or Planning?

### *Experiment with New Ideas*

The temporary nature of the pop-up trend facilitates experimentation, and low costs help to mitigate risk. If something doesn't work, losses will be kept to a minimum and the knowledge gained can inform future investment decisions.

### *Utilize Social Media*

Pop-up events are temporary and seemingly spontaneous. In order for such an event to be successful, it is imperative that the public be aware. The flexibility and immediacy of social media makes it ideal for advertising. Social media outlets such as Facebook, Twitter, and Instagram are free and provide a way to promote an event to an extremely wide audience. However, keep in mind that not every member of the community may have access to these media outlets. Traditional marketing tools (banners, newspaper ads, fliers, etc.) should be utilized as well to reach as wide an audience as possible.



### *Partner with and Encourage the Formation of Professional Associations and Coalitions*

In order to legitimize and provide a voice to pop-up shops, municipalities should encourage and recognize professional groups. Some examples are the Philadelphia Mobile Food Association, the American Mobile Retailers Association, and the Greater Birmingham Street Food Coalition. These groups function as liaisons between pop-up vendors and local municipalities.

### *Create a Municipal Pop-Up Program*

Informing the business community of the benefits of pop-up shops and updating ordinances to facilitate a pop-up economy will help ensure that the private sector works to integrate it into the traditional economy. A municipality can host its own pop-up shops, events, and placemaking, but also identify potential pop-up sites and publicize other pop-up events. In the early stages, public-sponsored pop-up events will be an important way of demonstrating the benefits of and jumpstarting the pop-up economy.

#### **Detroit, Michigan**

REVOLVE Detroit is a program that partners the Detroit Economic Growth Corporation with community leaders, building owners, entrepreneurs, and artists to activate vacant storefronts with unique local businesses. The goal of the program is to “foster the evolution and vibrancy of Detroit’s neighborhood business districts.” The organization functions as an intermediary for entrepreneurs, artists, and property owners to activate vacant storefronts. In addition to serving as a liaison, REVOLVE provides technical assistance for site selection, business planning, permitting, and access to financial assistance. The REVOLVE Guidebook provides a how-to guide for pop-up shops and artists.

### *Coordinate with Neighbors*

Before implementing a pop-up of any kind, it is a good idea to discuss the plans with surrounding neighbors and property owners to avoid potential conflict. Furthermore, providing neighbors with the opportunity to express concerns or offer input will create and reinforce a sense of community. For example, Philadelphia requires that at least 51 percent of residents, property owners, or businesses on a block officially support a parklet before it will be granted approval by the City.

## What are Some Local Examples?



**Bryn Mawr, PA** – During the 2013 holiday season, a Philadelphia-based clothing brand leased retail space in Bryn Mawr. This served to broaden the customer base and extend the brand’s presence within the region, all while temporarily activating a vacant storefront.



**Philadelphia, PA** – Usually a parking lot at the end of Benjamin Franklin Parkway, Eakins Oval was transformed into a seasonal pop-up park beginning in the summer of 2013. Minimal expense was made to transform the space,

the parking area was painted over, and the existing lawn partially converted to a golf course. Local food trucks provided food to complement the beer garden, while games and summer-themed activities attracted people of all ages.



**Collingswood, NJ** – In order to increase public space in its downtown, Collingswood’s Department of Public Works constructed a mobile parklet. Designed to fit within an on-street parking space, it is intended to create additional seating areas for visitors to downtown, a sense of place, and visual interest. The

parklet was constructed so that it could be transported and pop up in different locations on a monthly basis.



**Philadelphia, PA** – Spruce Street Harbor Park was a pop-up event during the summer of 2014 offering bocce ball, local food and drink, and a variety of seating options as a way to activate the Delaware River waterfront. The event was organized by the Delaware River Waterfront Corporation.



## Philadelphia, Pennsylvania

Each year, the Pennsylvania Horticultural Society works to transform a different vacant lot into a vibrant urban space for several months in the summer and fall. Teaming up with local businesses, the spaces offer a variety of programs and amenities. In the summer of 2013, PHS converted the vacant lot at 313 S. Broad Street into a beer garden. Picnic tables, outdoor string lights, a shipping container converted into a bar, and a variety of landscaping helped create a vibrant space that was considered to be hugely successful. This space is slated to be the site of the SLS Hotel development. In 2014, PHS converted a vacant lot at 1438 South Street and partnered with the restaurant next door and food trucks to provide food. Programming, such as movie nights and Quizzo, served to activate the space.

## What are Some National Examples?

Nationally and internationally, large and small municipalities are embracing the pop-up economy.

**Ypsilanti, MI** - (Population 19,621) Working with the Downtown Development Authority to create a 'Pop-Up Business Program,' the city of Ypsilanti recognizes the potential of a pop-up economy to activate vacant storefronts. One example is a nonprofit that provides communities with access to quality food that opened a pop-up gardening center during the summer.



### **Greensboro, NC –**

(Population 277,080) Approved by the city as an economic development initiative, *PopUp Promenade* is a summer event series aimed at creating a pedestrian-oriented experience, with activities such as live entertainment, cafe seating, and food trucks. “The goal of the promenade is to encourage people of all ages and backgrounds to walk downtown to see what it has to offer and recognize how urban spaces can be used in non-traditional ways.”

**New York, NY** – (Population 8.3 million) The New York City Economic Development Corporation created the Vacant Lot Temporary Activation program and released a request for proposals (RFP) from businesses and individuals who wished to activate vacant lots with temporary businesses. The goal of the program was to connect the low-income neighborhoods of Brownsville and East New York with economic and job opportunities.





**Miami, FL** – (Population 413,892) Bayfront Parkway was a five-day parking-to-park conversion. The pop-up park was intended to demonstrate the feasibility of replacing parking spaces with green space, to better connect Downtown Miami with the waterfront, which is separated by excessive parking and roadways. The

pop-up park was executed by a design advocacy group, The Street Plans Collaborative, and the Miami Parking Authority.



**Minneapolis, MN** – (Population 392,880) In 2013, Open Streets Mpls created a pop-up protected bicycle lane along Lyndale Avenue. The purpose was to show both the city and the residents the benefits that such infrastructure can

provide. The pop-up temporarily demonstrated the feasibility of adding a bike lane on a busy vehicular thoroughfare.



**San Francisco, CA** – (Population 825,863) The originating city for the parklet concept, San Francisco recently created a permitting procedure that has streamlined the parklet process. Private businesses are the responsible parties for building and maintaining parklets, but support and collaboration from the city has ensured the success of the parklet concept.



## Additional Resources

**Philadelphia Mobile Food Association:** An association that works to facilitate a communicative and collaborative relationship between the City of Philadelphia and food trucks and carts.

[www.phillymobilefoodassociation.com](http://www.phillymobilefoodassociation.com)

**Pop-Up Republic:** An online business specializing in the pop-up economy, which connects potential tenants with landlords, and has previous experience working with local municipalities.

[www.popuprepublic.com](http://www.popuprepublic.com)

**PopUp Providence:** An example of a successful municipal implementation of the pop-up experience in Providence, Rhode Island.

[www.providenceri.com/planning/popup-providence](http://www.providenceri.com/planning/popup-providence)

**Open Streets Project:** A collaborative effort between the Alliance for Biking & Walking and the Street Plans Collaborative. Open streets is a movement to temporarily close a street to automobile traffic and convert it to a pedestrian and bicycle corridor.

[www.openstreetsproject.org](http://www.openstreetsproject.org)

**Philadelphia Complete Streets:** A handbook that informs all projects that impact the public right-of-way in Philadelphia. Additional information on parklets, bicycle infrastructure, and the benefits of complete streets can be found on its website.

[www.philadelphiastreet.com/complete-streets-handbook](http://www.philadelphiastreet.com/complete-streets-handbook)

**International Council of Shopping Centers:** An organization that works to promote shopping centers and their roles as distributors of goods and services. The council has produced multiple publications on the pop-up economy.

[www.icsc.org/research](http://www.icsc.org/research)

## Works Cited

- American Mobile Retail Association. (n.d.). Retrieved June 2, 2014, from American Mobile Retail Association:  
[www.americanmobileretailassociation.blogspot.com/p/about.html](http://www.americanmobileretailassociation.blogspot.com/p/about.html)
- Bonghi, G. (2014, March 13). *UNIQLO pop-up shop opens at King of Prussia Mall ahead of store launch*. Retrieved June 2, 2014, from Philly.com:  
[www.philly.com/philly/blogs/style/UNIQLO-pop-up-shop-to-open-at-King-of-Prussia-Mall-ahead-of-store-launch.html](http://www.philly.com/philly/blogs/style/UNIQLO-pop-up-shop-to-open-at-King-of-Prussia-Mall-ahead-of-store-launch.html)
- Camden Waterfront. (2014, April 17). *Camden Night Gardens*. Retrieved June 2, 2014, from Camden Waterfront:  
[www.camdenwaterfront.com/events/camden-night-gardens](http://www.camdenwaterfront.com/events/camden-night-gardens)
- City of Greensboro, NC. (2013). *PopUp Promenade*. Retrieved June 2, 2014, from City of Greensboro: [www.greensboro-nc.gov/index.aspx?page=4051](http://www.greensboro-nc.gov/index.aspx?page=4051)
- Cleveland Urban Design Collaborative. (n.d.). *Pop-Up Rockwell*. Retrieved June 2, 2014, from Cleveland Urban Design Collaborative:  
[www.cudc.kent.edu/pop\\_up\\_city/rockwell/](http://www.cudc.kent.edu/pop_up_city/rockwell/)
- Collingswood, NJ. (n.d.). *Collingswood Adds Parklet Downtown*. Retrieved June 2, 2014, from Collingswood: [www.collingswood.com/node/8779](http://www.collingswood.com/node/8779)
- Department of Urban Studies, MIT. (n.d.). *Places in the Making: How Placemaking Builds Places and Communities*.
- Duke & Winston. (2013). *Pop-Up Shop*. Retrieved June 2, 2014, from Duke & Winston: [www.duke-winston.com/popup.htm](http://www.duke-winston.com/popup.htm)
- Efficient Gov.* (2013, February 27). Retrieved May 31, 2014, from [www.efficientgov.com/blog/2013/02/27/birmingham-pop-up-shops-spur-economic-activity/](http://www.efficientgov.com/blog/2013/02/27/birmingham-pop-up-shops-spur-economic-activity/)

- Following Casey Effort, Food Trust Wins Grant to Keep Successful Night Market Food Truck Events Going in Philadelphia.* (2014, June 17). Retrieved June 21, 2014, from Robert P. Casey, Jr.: [www.casey.senate.gov/newsroom/releases/following-casey-effort-food-trust-wins-grant-to-keep-successful-night-market-food-truck-events-going-in-philadelphia](http://www.casey.senate.gov/newsroom/releases/following-casey-effort-food-trust-wins-grant-to-keep-successful-night-market-food-truck-events-going-in-philadelphia)
- Gillies, B. (2012, October 04). *Pop-up 'parklets' help beautiful neighbourhoods.* Retrieved May 31, 2014, from News Advertiser: [www.newsadvertiser.com/wordpressmu/blog/2012/10/04/pop-up-parklets-help-beautiful-neighbourhoods/](http://www.newsadvertiser.com/wordpressmu/blog/2012/10/04/pop-up-parklets-help-beautiful-neighbourhoods/)
- Greater Birmingham Street Food Coalition. (n.d.). Retrieved June 2, 2014, from Greater Birmingham Street Food Coalition: [www.bhmstreetfoodcoalition.com/](http://www.bhmstreetfoodcoalition.com/)
- Hattam, J. (2012, March 3). *Highway Median Becomes a Green Oasis in Miami.* Retrieved June 19, 2014, from Treehugger: [www.treehugger.com/urban-design/highway-median-becomes-green-oasis-miami.html](http://www.treehugger.com/urban-design/highway-median-becomes-green-oasis-miami.html)
- McLaughlin, K. (2014, March 29). *Growing Hope Brings Pop-Up Gardening to Ypsilanti.* Retrieved May 31, 2014, from MLive: [http://blog.mlive.com/ann-arbor-business\\_impact/print.html?entry=/2014/03/growing\\_hope\\_brings\\_pop-up\\_gar.html](http://blog.mlive.com/ann-arbor-business_impact/print.html?entry=/2014/03/growing_hope_brings_pop-up_gar.html)
- Pennsylvania Horticultural Society. (2013). *Pop Up Garden.* Retrieved 6 2, 2014, from PHS Online: [www.phsonline.org/greening/pop-up-gardens](http://www.phsonline.org/greening/pop-up-gardens)
- Popuphood. (2014, May 20). *Popuphood Sponsors SPURZ Bill.* Retrieved May 31, 2014, from Popuphood: [www.popuphood.com/blog/popuphood-sponsors-spurz-bill](http://www.popuphood.com/blog/popuphood-sponsors-spurz-bill)
- Project for Public Spaces. (n.d.). *10 Benefits of Creating Good Public Spaces.* Retrieved June 27, 2014, from Project for Public Spaces: [www.pps.org/reference/10benefits/](http://www.pps.org/reference/10benefits/)

- Pyke, K. (n.d.). *Story: Food trucks, restaurants move toward collaboration*. Retrieved June 19, 2014, from Spot.us: [www.spot.us/pitches/626-food-trucks-beloved-or-bothersome/story](http://www.spot.us/pitches/626-food-trucks-beloved-or-bothersome/story)
- Ray, B. (2014, May 14). *Do-It-Yourself Urban Planning*. Retrieved July 2, 2014, from The University of Chicago Urban Network: [www.urban.uchicago.edu/news/do-it-yourself-urban-planning](http://www.urban.uchicago.edu/news/do-it-yourself-urban-planning)
- REVOLVE Detroit. (2014). *Guide to Detroit's Retail Evolution*. Detroit: REVOLVE Detroit.
- San Francisco Great Streets Project. (n.d.). *Parklet Detailed FAQ*. Retrieved June 30, 2014, from Alliance for Biking and Walking: [www.peoplepoweredmovement.org/site/images/uploads/ParkletDetailedFAQ.pdf](http://www.peoplepoweredmovement.org/site/images/uploads/ParkletDetailedFAQ.pdf)
- San Francisco Planning Department. (2013). *San Francisco Parklet Manual*. San Francisco: San Francisco Planning Department.
- Shahan, Z. (2014, February 5). *\$600 pop-up protected bike lane gets Minneapolis*. Retrieved June 19, 2014, from Treehugger: <http://www.treehugger.com/bikes/600-pop-protected-bike-lane-gets-minneapolis-residents-excited-video.html>
- Stafford, K. (2013, October 6). *Ypsilanti Considers 'Pop-Up' Business Program to Revitalize Vacant Storefronts*. Retrieved May 31, 2014, from MLive: [http://blog.mlive.com/ann-arbor-business\\_impact/print.html?entry=/2013/10/ypsilanti\\_discussing\\_creatin\\_g.html](http://blog.mlive.com/ann-arbor-business_impact/print.html?entry=/2013/10/ypsilanti_discussing_creatin_g.html)
- The Municipal Art Society of New York. (2013, June 4). *Calling All Entrepreneurs*. Retrieved June 2, 2014, from MAS NYC: [www.mas.org/calling-all-entrepreneurs/](http://www.mas.org/calling-all-entrepreneurs/)
- The Street Plans Collaborative. (n.d.). *Tactical Urbanism: Short Term Action, Long Term Change*.
- Visit Philadelphia. (n.d.). *The Oval*. Retrieved June 2, 2014, from Visit Philly: [www.visitphilly.com/events/philadelphia/the-oval-on-the-benjamin-franklin-parkway/](http://www.visitphilly.com/events/philadelphia/the-oval-on-the-benjamin-franklin-parkway/)

Photo Credits:

Cover Page:

1. [www.uwishunu.com](http://www.uwishunu.com)

Page 4:

1. [www.openstreetsproject.org](http://www.openstreetsproject.org)
2. [www.planphilly.com](http://www.planphilly.com)

Page 5:

1. [bulldogbikes.wordpress.com](http://bulldogbikes.wordpress.com)

Page 6:

1. [www.teambetterblock.com](http://www.teambetterblock.com)

Page 10:

1. [www.visitphilly.com](http://www.visitphilly.com)

Page 19:

1. [www.duke-winston.com/popup.htm](http://www.duke-winston.com/popup.htm)
2. [www.newsworks.org](http://www.newsworks.org)
3. [www.collingswood.patch.com](http://www.collingswood.patch.com)

Page 20:

1. [www.planphilly.com](http://www.planphilly.com)
2. [www.phsonline.org](http://www.phsonline.org)

Page 21:

1. [www.greensboro-nc.gov](http://www.greensboro-nc.gov)

Page 22:

1. [www.treehugger.com](http://www.treehugger.com)
2. [www.treehugger.com](http://www.treehugger.com)
3. [www.pavementtoparks.sfplanning.org](http://www.pavementtoparks.sfplanning.org)

The Delaware Valley Regional Planning Commission is dedicated to uniting the region's elected officials, planning professionals and the public with a common vision of making a great region even greater. Shaping the way we live, work and play, DVRPC builds consensus on improving transportation, promoting smart growth, protecting the environment and enhancing the economy. We serve a diverse region of nine counties: Bucks, Chester, Delaware, Montgomery, and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester, and Mercer in New Jersey. DVRPC is the federally designated Metropolitan Planning Organization for the Greater Philadelphia Region – leading the way to a better future.

DVRPC is funded by a variety of funding sources including federal grants from the U.S. Department of Transportation's Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), the Pennsylvania and New Jersey departments of transportation, as well as by DVRPC's state and local member governments. The authors, however, are solely responsible for the findings and conclusions herein, which may not represent the official views or policies of the funding agencies.

The Delaware Valley Regional Planning Commission (DVRPC) fully complies with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice, and related nondiscrimination statutes and regulations in all programs and activities. DVRPC's website, [www.dvrpc.org](http://www.dvrpc.org), may be translated into multiple languages. Publications and other public documents can be made available in alternative languages and formats, if requested. DVRPC public meetings are always held in ADA-accessible facilities and in transit-accessible locations when possible. Auxiliary services can be provided to individuals who submit a request at least seven days prior to a meeting. Requests made within seven days will be accommodated to the greatest extent possible. Any person who believes they have been aggrieved by an unlawful discriminatory practice by DVRPC under Title VI has a right to file a formal complaint. Any such complaint may be in writing and filed with DVRPC's Title VI Compliance Manager and/or the appropriate state or federal agency within 180 days of the alleged discriminatory occurrence. For more information on DVRPC's Title VI program, or to obtain a Title VI Complaint Form, please call (215) 238-2871 or email [public\\_affairs@dvrpc.org](mailto:public_affairs@dvrpc.org).



190 N. INDEPENDENCE MALL WEST  
8TH FLOOR  
PHILADELPHIA, PA 19106-1520  
215.592.1800 | [www.dvrpc.org](http://www.dvrpc.org)  
Follow us on twitter at [twitter.com/DVRPC](https://twitter.com/DVRPC)

Author: Spencer K. Gober, Intern, Office of Smart Growth  
Staff Contact: Andrew Svekla, Planning and Design Analyst, Office of Smart Growth  
Direct Phone: 215.238.2810  
Email: [asvekla@dvrpc.org](mailto:asvekla@dvrpc.org)  
Web: [www.dvrpc.org](http://www.dvrpc.org)