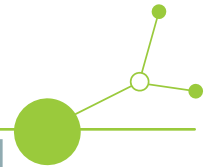




# PopUpUrbanSpaces Capacity Building Strategy

Tactical Urbanism, Tactical Transit and Digital  
Campaigning



Version 1  
01 2024





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## EXECUTIVE SUMMARY

The PopUpUrbanSpaces project is a transnational initiative funded by the Interreg Central Europe program. Its goal is to improve the mobility in European towns, by implementing short-term, low-cost interventions called “tactical urbanism” initiatives aiming at a change in behaviour and perception, while making urban mobility more sustainable.

This document contains the project's capacity building strategy, which is designed to improve the skills and knowledge of the following stakeholders involved in the project and beyond project implementation: The PopUp Mobility Ambassadors, local authorities, politicians & decision-makers, and citizens & civils society. Municipal officials and civil society of the participating cities will be trained in Tactical Urbanism, Placemaking, and Digital Communication methods.

The Capacity Building Strategy is based on a thorough Training Needs Analysis conducted in all partner cities with the support of the knowledge partners. Based on these findings, a co-creation session where the concept and structure of the strategy were developed was held during the project's Steering Committee Meeting in Ferrara, Italy, in October 2023.

The Training Needs Analysis revealed that, on average, cities have sufficient knowledge in the field of urban planning but need greater attention to the importance of the specific topics around tactical urbanism and digital campaigning. Preferred learning formats articulated during the analyses include the presentation of good practice examples and study visits.

The document also draws from EU-wide guidelines to promote sustainable transport and urbanism, such as the Sustainable and Smart Mobility Strategy, the Mobility Package, the Passenger Mobility Package, and the European Green Deal Strategy. It also discusses national and local regulations and policies that impact urban mobility and highlights the importance of the cooperation among various municipal departments for a quick, smooth and successful implementation of PopUp interventions in European towns.



# 1. INTRODUCTION

## 1.1. What is the PopUpUrbanSpaces Project?



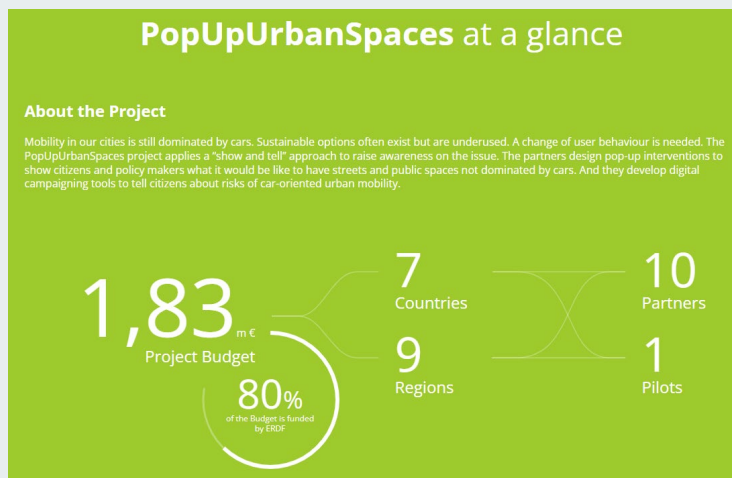
Municipality of Kamnik	
Development Agency North - DAN Ltd.	
Institute of Urban and Regional Development	
First Hungarian Responsible Innovation Association	
Institute for Spatial Policies	
Municipality of Ferrara	
Rzeszow Regional Development Agency	
University for Continuing Education Krems	
City of Bamberg	
Municipality of Nyíregyháza	

**KEYWORDS:**

tactical urbanism, tactical placemaking  
digital urban communication  
sustainable urban mobility

**WORK PACKAGES:**

WP1 Transformation  
WP2 Demonstration  
WP3 Solutions and policy recommendations



The PopUpUrbanSpaces project is a transnational initiative co-financed by the Interreg Central Europe Programme. The common challenge of the high rate of car ownership and traffic in cities leads to a multitude of major problems - including congestion, air pollution, high level of CO2 emission, harming not just the urban environment, but also the health of people. A key challenge that hinders making urban mobility systems sustainable is that most people are not willing to abandon cars and shift to a combination of public transport, micro-mobility, and active forms of transport. One of the main causes is that neither many local decision-makers nor most citizens are even aware of the problems and grave consequences of car-oriented urban mobility. In addition, poor image of public transport, reluctance to abandon the convenience and flexibility offered by cars are also important factors. There is an urgent need to raise awareness and to change the travel attitude and behaviour of people.

The overall objective of the project is to enable the public sector and related entities in functional urban areas to encourage changes in the travel behaviour of citizens and to trigger shifts towards smart and sustainable forms of urban mobility by actively involving citizens in testing innovative green approaches as well as digital technologies, using tactical urbanism approaches.

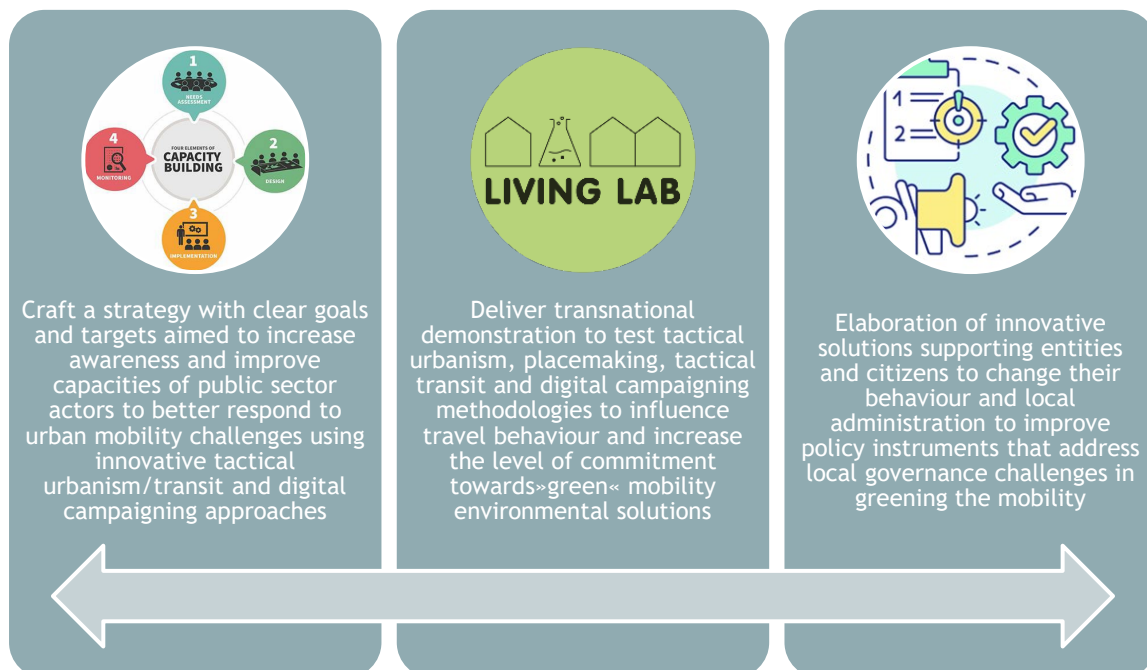


The PopUpUrbanSpaces approach is based on the concept of “Show and Tell”:

- the project enables cities to apply innovative methods based on tactical urbanism/placemaking practices to SHOW citizens (and decision-makers) through pop-up interventions what it would be like to have streets, public spaces not dominated by cars;
- the project develops innovative digital campaigning tools/methods to TELL (explain) people the risks of car-oriented urban mobility.

The specific objectives of the project fit the process above: first of all, each partner has to have the capacity and knowledge necessary for testing tactical urbanism and digital campaign solutions, and after delivering transnational demonstration actions, solutions and recommendations can be formulated together to upscale and disseminate the results of the project in the Central European region.

Figure 1: Specific objectives of the PopUpUrbanSpaces project



Source: own editing

## 1.2. What is this Document?

The basic documents produced so far in the framework of the PopUpUrbanSpaces project (Baseline Study, Urban Mobility and Travel Behaviour Audit, Good Practice Catalogue) provide a useful and usable foundation for gaining insights into the background and best practices of tactical urban development and digital urban campaigning. The next step is **to prepare urban actors, local authority staff and other stakeholders**: they have to be able to use tactical urbanism and placemaking methods, as well as digital campaigning tools to trigger a shift towards more sustainable forms of urban mobility and influence citizens' travel behaviour.

It requires the development of their core and specific competencies. To this end, the PopUpUrbanSpaces partnership develop a Capacity Building Strategy that lays the foundations of know-how transfer both at transnational and local level. In addition to setting objectives, the Strategy outlines the necessary knowledge, skills, capacities and capabilities, then recommends the specific steps and interventions to develop the capacity of the target groups (including public, semi-public and private actors) - with the following aims.



Figure 2: Purpose of creating the Capacity Building Strategy

Skill development	• Improve the knowledge, skills, and expertise of individuals or teams to enhance their ability to perform tasks effectively and efficiently.
Organizational development	• Strengthen the overall capacity of an organization by improving its internal structures, processes, and systems. This may include enhancing leadership, communication, and management skills.
Institutional strengthening	• Build the capacity of the relevant institutions to fulfill their mandates more effectively. This may involve improving governance structures, policies, and procedures.
Community empowerment	• Empower communities by providing them with the skills and resources needed to address their own challenges. Facilitate networking and collaboration among different entities to leverage collective strengths and resources. This can include training community leaders, promoting civic engagement, and fostering local problem-solving.
Knowledge and resource mobilization	• Develop processes to capture, share, and utilize knowledge effectively. Improve the ability the community to access and manage resources, including financial, human, and technological resources.
Strategic planning and resilience	• Assist the local community in developing long-term plans to achieve its goals in the related topic. Prepare individuals and organizations to adapt to changes in their environment as well as strengthen the capacity to identify, assess, and manage risks effectively.

Source: own editing

Focusing more on the activities to be implemented within the PopUpUrbanSpaces project, the Strategy directly serves to prepare the training course for the so-called PopUp Mobility Ambassadors from each Territorial Partner and to make them ready to plan and implement the demonstration actions in the next phase. The training meets the knowledge needs of municipal officials and civil society alike, in addition, it illustrates and combines the potential of bottom-up as well as top-down approaches. Nevertheless, the Strategy also clearly goes beyond the scope of the project: it provides recommendations to help cities in general to become more capable of applying and integrating tactical urbanism methods.

The Strategy - as the project itself - focuses on the three main topics: tactical urbanism & placemaking, tactical transition & mobility, digital urban campaigning.

Figure 3: Key topics of the Capacity Building Strategy



Source: own editing





### 1.3. Approach and Methodology

From a methodological perspective, the development of the Capacity Building Strategy was based on two main activities. To establish a sound data base, a **Training Needs Analysis** was conducted in all territorial partner cities of the PopUpUrbanSpaces project. Based on the findings of the training needs analysis, a draft concept, structure and content of the Capacity Building Strategy was designed in the frame of **Cocreation Sessions**, using a participatory approach and involving all territorial partners and knowledge providers of the project.

#### 1.3.1. Training Needs Analysis of the pilot partners

For the implementation of the Training Needs Analysis, a questionnaire and guidelines for conducting stakeholder workshops were developed to identify existing competencies and knowledge, as well as to understand the learning needs and suitable methodological approaches for capacity building on city level in a standardised way.

This questionnaire consisted of two main sections:

- Section 1 aimed to collect the **specific learning needs and possible contributions** of the partner cities **in relation to the themes** of the PopUpUrbanSpaces project.
- Section 2 focused on the **capacity building needs and possible contributions** of the partner cities **in relation to the methodology** used during the project.

According to the guidelines, a workshop was held in each territorial partner city in September and October 2023 with local stakeholders expected to be involved in preparing and implementing tactical urbanism, tactical transit, and digital urban campaigning actions within the next decade. The questionnaire was sent to the participants in advance of the workshop, and they were asked to complete it according to their own assessment and personal experiences. During the workshops, participants' individual assessments and observations were discussed and reflected upon, with the aim of reaching a consensus among stakeholders on each item of the questionnaire. Results of the discussion were documented by the workshop moderators together with the most relevant findings, notable statements, and supplementary information, including opinions different from those of the group. The completed questionnaires and summarised results of each territorial city partner were collected and synthesised for data analysis (see results in chapter 2).

In addition, each territorial partner city was asked to prepare a short presentation with the main results and findings of their workshop for the following co-creation session, in order to ensure that all participants have the same level of knowledge.

#### 1.3.2. Co-creation session to design the Capacity Building Strategy

Based on the findings from the training needs analysis a 1.5-day interactive co-creation sprint workshop was held with all project partners to design the concept and main elements of the Capacity Building Strategy. As a result of the workshop, the first outline draft of the strategy was produced.

The co-creation workshop was organised in three main parts:

1. **Presentation** and discussion of the main findings and results **of the training needs analysis**, both at the level of the individual partner cities and in summarised form (see results in chapter 2),
2. **Plenary discussion** supported with real-time feedback to define the **target groups** and develop a **shared vision** for the capacity building strategy,
3. **World café workshop** with three thematic tables focusing on the content and topics of the capacity building strategy, suitable teaching and learning formats, as well as immediate steps to be taken (activities) before a community is ready to start with tactical urbanism interventions.



Figure 4 shows the associated terms and requirements relating to the capacity building strategy that were introduced by participants of the panel discussion that was held to create a common understanding of the goals and framework conditions.

*Figure 4: Word cloud created with Mentimeter in the plenary discussion on a shared vision of the capacity building strategy.*



Source: [www.mentimeter.com](http://www.mentimeter.com)

The subsequent discussion on the target groups brought clarity regarding scope and direction of the strategy. Although a wide variety of relevant stakeholders were mentioned (e.g. professionals like architects and city planners, public utility companies, NGOs, local cultural actors and producers, citizens associations and organisations, local universities, etc.) it became clear during the discussion that the strategy should focus on the main target group of public sector actors in order to ensure the implementation of placemaking interventions and integrate tactical urbanism in urban strategies and concepts.

During the subsequent World Café workshops, four specific target groups emerged to be differentiated for the capacity building strategy (see also chapter 4.2 Target Groups and their specific needs):

- The PopUp Mobility Ambassadors,
- Local authorities,
- Politicians & decision-makers,
- Citizens & civils society.

The world café workshop was held with three thematic tables, each hosted and moderated by one of the projects knowledge partners:

- **Topics and content (hosted by IPOP):** What are the main topics, actors and content to be addressed in the strategy?
- **Teaching and learning formats (hosted by UWK):** Which learning and training formats need to be applied to which audience and when?





- **Activities (hosted by IRMIR):** Which activities need to be started before tactical urbanism can get started in an area?

For the workshop all participants were divided into three equal groups of approximately 8 persons, each group assigned to one thematic table to start the discussion. The workshop was held in three discussion rounds, each lasting 20 minutes. Results of the discussion were documented by the hosts on flipchart paper. After 20 minutes each group switched to the next table, where the host gave a short summary of the results of the previous debate for the participants to build on them and continue the discussion.

Results and key findings of the three thematic tables were then presented to all workshop participants by the hosts and discussed in plenary. After they were further processed and elaborated by the moderators, they formed the basis for the development of this Capacity Building Strategy.

## 1.4. Structure of the Capacity Building Strategy

The implementation of an effective Capacity Building Strategy is underpinned by a well-defined structure. This section outlines the blueprint for the Strategy, delineating key elements that form the backbone of the capacity building initiatives.

- Before embarking on the strategic journey, it is imperative to understand the current landscape. The **Results of the Training Needs Analysis** (chapter 2) provide a comprehensive overview of existing skill gaps and opportunities within the partner cities. This foundational step ensures that our capacity building efforts are precisely tailored to address identified needs.
- Understanding the complexity of the project subjects is central to crafting a targeted Capacity Building Strategy. **Capacity Building Implications of the PopUpUrbanSpaces Topics** (chapter 3) explores issues such as EU-level context (e.g. Urban Mobility Package), innovation in sustainable urban mobility and public spaces, tactical urbanism, placemaking, and digital communication. By dissecting the necessary knowledge, skills, capacities, competences, and structures at the local level, we lay the groundwork for strategic alignment.
- After a comprehensive understanding of training needs and the implications of PopUpUrbanSpaces topics, the **strategic part** of the document (chapter 4) articulates the overarching goals that the capacity building endeavours aim to achieve, ensuring a shared vision and purpose across the partnership. Identifying the target groups and delving into their specific needs contribute to the tailor-made interventions - whether it is about the activities that have to or can be implemented, and the recommendations beyond that.



## 2. RESULTS OF THE TRAINING NEEDS ANALYSIS

### 2.1. Structure of data collection and analysis

For the training needs analysis, data on two areas was collected from all territorial city partners. The first part focused on the specialist topics, that are dealt with in the PopUpUrbanSpaces project, like the “Definition and importance placemaking”, “Tools and solutions to create attractive places”, “Types of tactical urbanism interventions”, etc.

Each of the partner cities was surveyed on each specialist topic regarding:

- The perceived level of knowledge/ experience/ information available locally (rated from 1 “very poor” to 6 “excellent”),
- The importance of the topic from the city’s perspective (rated from 1 “not important” to 6 “extremely important”),
- The preferred format of learning linked to this topic, if relevant (selection of max. 2 options from the following: “dedicated masterclass”, “presentation at a transnational meeting online session”, “presentation of good practices”, “study visit”, “other”),
- The city’s possible contribution for sharing knowledge (yes/no), including possible formats (if yes, selection from the following: “dedicated masterclass”, “presentation at a transnational meeting online session”, “presentation of good practices”, “study visit”).

Part two of the data collection focused on methodical know-how for the implementation of measures in the subject areas covered, like “results framework, intervention logic”, “analysing problems”, “Ideation, co-creation”, etc.

Again, for each of the partner cities data was collected on each item regarding:

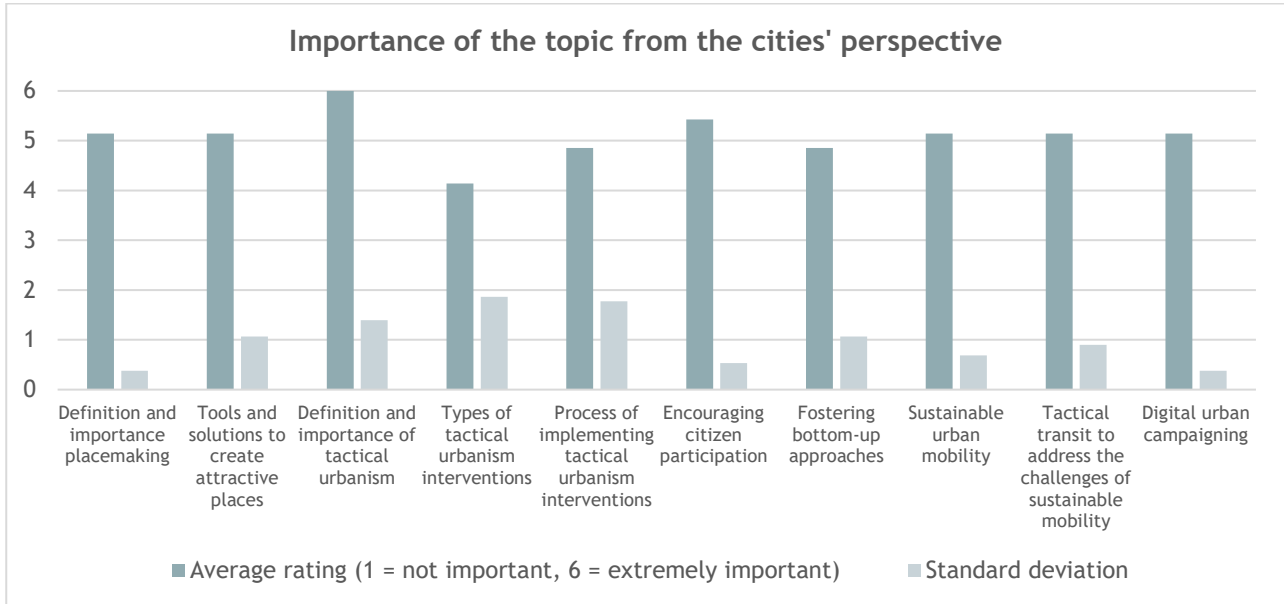
- The estimated level of skills/capacities available locally (rated from 1 “very poor” to 6 “excellent”),
- The city’s possible contribution to the learning process, if experienced (qualitative short description of the possible contribution).

### 2.2. Results of the training needs analysis

Figure 5 shows the mean values of the participating cities’ assessments regarding the importance of the specialist topics covered in the project. Almost all subject areas are rated as important (5) to extremely important (6). Only the topic “Types of tactical urbanism interventions” is rated as only slightly important (4) on average, and the assessments of the individual cities also diverge somewhat more strongly here (see standard deviation).



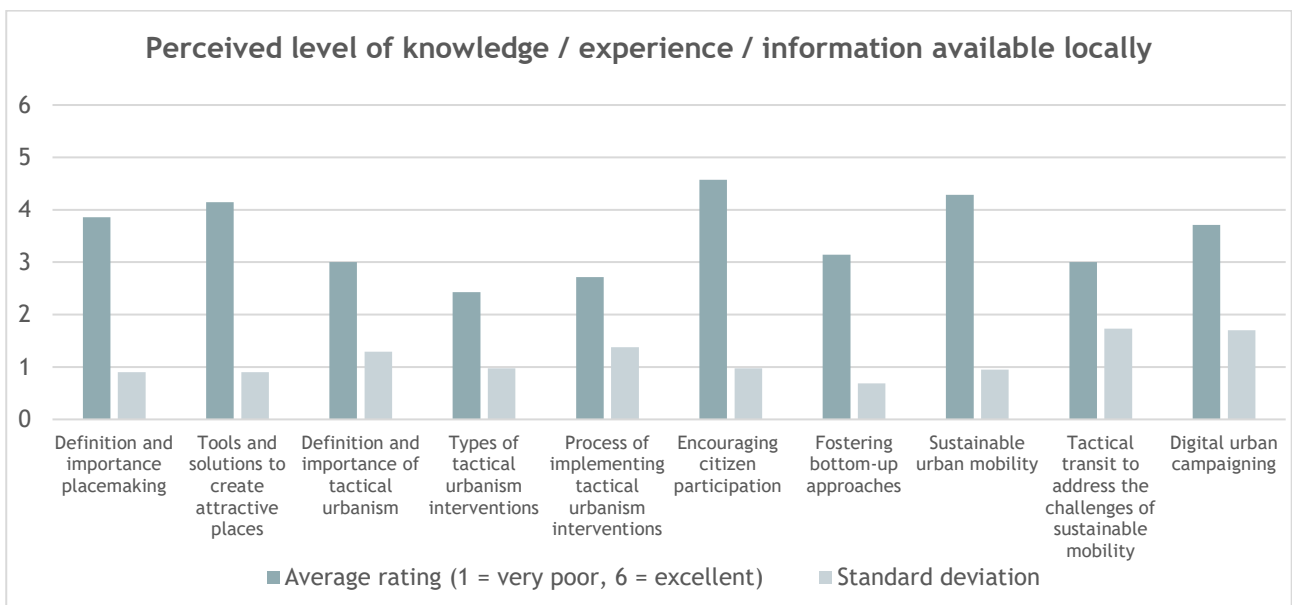
Figure 5: Average rating (mean values) of all partner cities regarding the importance of the specialist topics dealt with in the frame of the PopUpUrbanSpaces project



Source: own editing

Regarding to the perceived level of knowledge, experience, and locally available information (see Figure 6) related to the same topics the average rating of the cities is more in the middle range, mostly between fair (3) and good (4). The already existing competences are rated even somewhat lower with regard to “Types of tactical urbanism interventions” and the “Process of implementing tactical urbanism interventions” (poor (2) to fair (3)). Skills related to “Encouraging citizen participation” are rated slightly better (4.6 on average). With regard to “Tactical transit” and “Digital urban campaigning”, the levels of existing know-how and experience differ slightly more according to the partner cities’ own assessment.

Figure 6: Average rating (mean values) of all partner cities regarding the perceived level of knowledge, experience, and locally available information related to the specialist topics of the PopUpUrbanSpaces project.



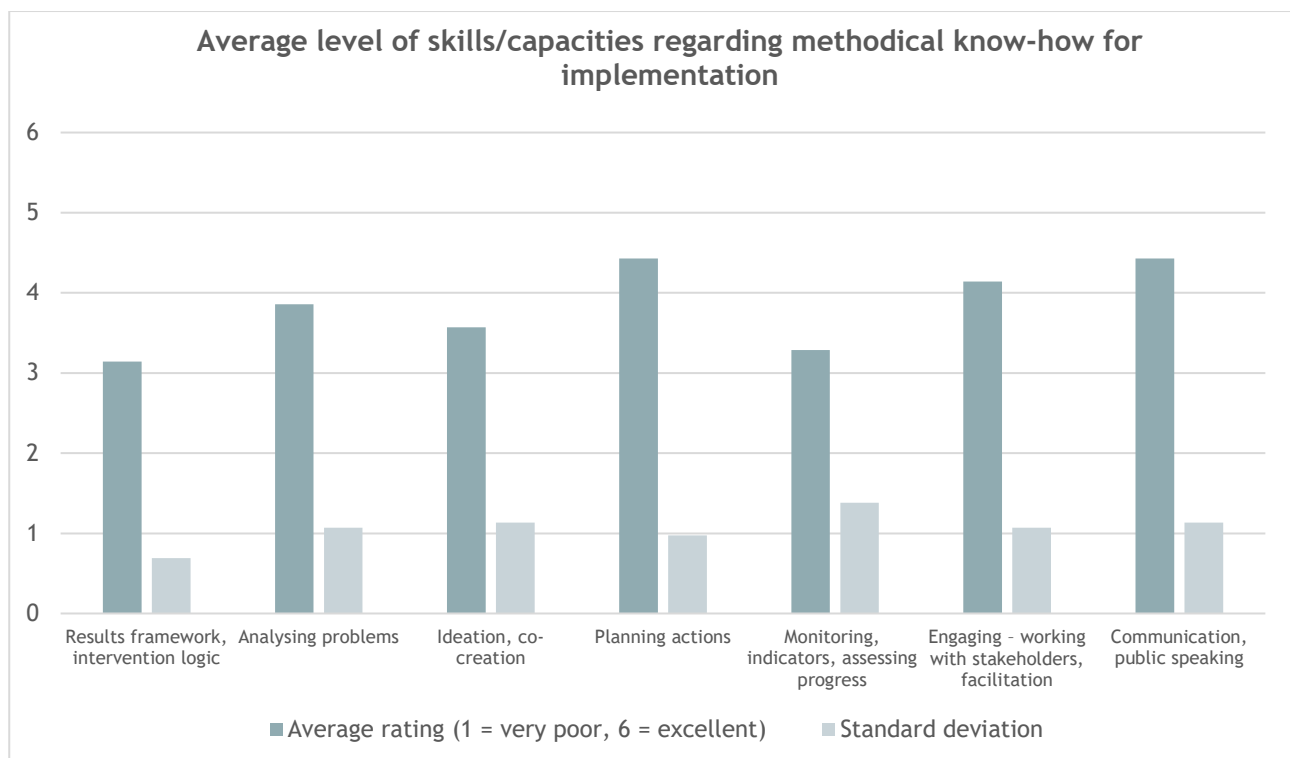
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In this section of the questionnaire, workshop participants were also asked to indicate possible further topics of interest for the capacity building. The following topics were mentioned:

- Engaging younger citizens, especially in schools
- Sustainable mobility “for all”
- Reconcile life/work balance choices with sustainable mobility
- Unused (closed) spaces - e.g. shops etc.
- Language/technical language
- Nature-based solutions, green and blue infrastructure
- Community care for public greenery
- Electric mobility
- Managing an overview / network of related stakeholders and local projects
- Campaigning and acting with a long-term effect

Figure 7: Average rating (mean values) of all partner cities regarding the perceived level of skills / capacities regarding methodical know-how for the implementation of measures and pilot actions



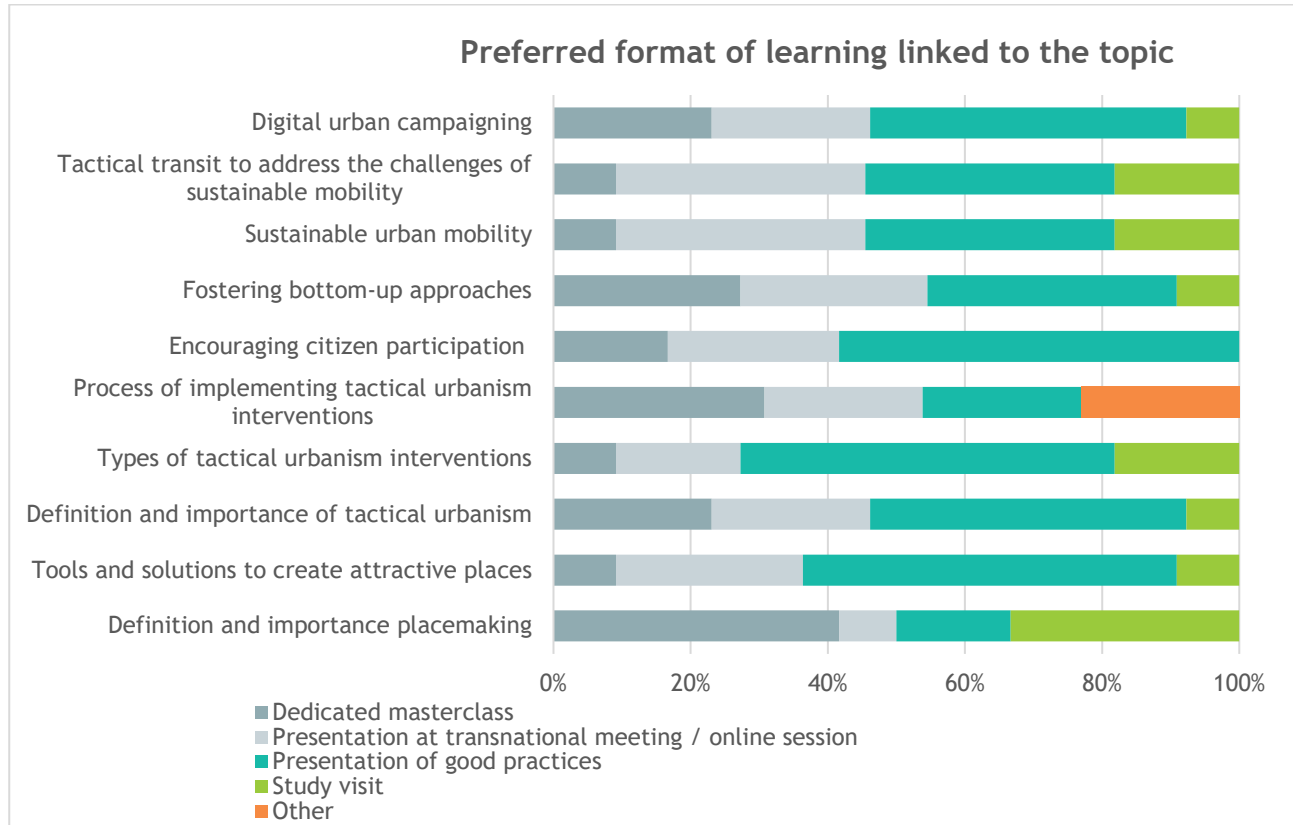
Source: own editing

Regarding the preferred learning formats, there is not for every topic a clear preference (see Figure 8). The presentation of good practice examples was most frequently named as the preferred learning format with relation to the most topics, i.e. for “Digital urban campaigning”, “Fostering bottom-up approaches”, “Encouraging citizen participation”, “Types of tactical urbanism intervention”, “Definition and importance of tactical urbanism”, and “Tools and solutions to create attractive places”. For “Definition and importance placemaking” the dedicated masterclass is the preferred format, together with “Study visit”.



In connection with the topic of the “Process of implementing tactical urbanism interventions” it was suggested to specify existing barriers and challenges in each step of the implementation process and to discuss successfully applied or possible solutions based on the experiences from implemented interventions.

Figure 8: Partner cities’ preferred formats of learning (frequency of selection) for each specialist topic



Source: own editing

As part of the training needs analysis participating cities were also asked about their capacity and willingness to share knowledge on the topics discussed and to indicate the possible format.



Figure 9 shows which partner cities are ready to contribute to which topics as well as the format in which these contributions can be provided. The following options were available: "Delivery of a masterclass", "Presentation on the topic", "Organising a visit to a relevant institution in our city", and the "Presentation of good practices".





Figure 9: Possible contributions of the territorial partner cities regarding topic and format

Topic	Possible contributions (format)						
	Kamnik	Varaždin	Ferrara	Rzeszów	Krems	Bamberg	Nyíregyháza
Definition and importance placemaking	Delivery of a masterclass	Delivery of a masterclass			Organising a visit to a relevant institution in our city	Organising a visit to a relevant institution in our city	Organising a visit to a relevant institution in our city
	Presentation of good practices	Presentation of good practices			Presentation of good practices		
Tools and solutions to create attractive places		Presentation of good practices		Presentation of good practices	Presentation on the topic		
					Presentation of good practices		
Definition and importance of tactical urbanism	Presentation of good practices	Delivery of a masterclass					
		Presentation of good practices					
Types of tactical urbanism interventions		Delivery of a masterclass					
		Presentation of good practices					
Process of implementing tactical urbanism interventions	Presentation on the topic	Delivery of a masterclass					
		Presentation of good practices					
Encouraging citizen participation	Presentation of good practices	Delivery of a masterclass		Presentation on the topic	Presentation of good practices	Organising a visit to a relevant institution in our city	Presentation on the topic
		Presentation of good practices					Presentation of good practices
Fostering bottom-up approaches		Delivery of a masterclass					Presentation on the topic
		Presentation of good practices					Presentation of good practices
Sustainable urban mobility	Presentation on the topic	Delivery of a masterclass		Presentation of good practices		Organising a visit to a relevant institution in our city	Presentation on the topic
		Presentation of good practices					Presentation of good practices
Tactical transit to address the challenges of sustainable	Presentation on the topic	Delivery of a masterclass					
		Presentation of good practices					
Digital urban campaigning	Presentation of good practices	Delivery of a masterclass				Presentation of good practices	Presentation of good practices
		Presentation of good practices					

Source: own editing



## 3. CAPACITY BUILDING IMPLICATIONS OF THE POPUPURBANSPPACES TOPICS

### 3.1. Exploring the Context at EU-level

In the modern world, transport issues play a very important role in the development of individual countries and their communities. The abolition of border controls under the Schengen Agreement (to which more and more European countries have successively acceded since 1985) has made the movement of goods and people between member states faster and easier. Ensuring effective mobility therefore seems to be the next step in improving the flow - of both knowledge and capital. Importantly, the outbreak of the COVID-19 pandemic has shown that any disruption in supply chains can have a range of consequences felt by all sectors of society. However, transport is also inextricably linked to a number of consequences related to issues such as pollution, accidents, congestion and loss of biodiversity. It is therefore essential to find new solutions to improve the quality and standard of life of Europe's citizens.

A number of policy documents produced by the European Commission appear to address (at least in part) these key needs. These include: Sustainable and Intelligent Mobility Strategy, Mobility Package, Passenger Mobility Package, European Green Deal, Urban Agenda for the EU, Territorial Agenda 2030 and the New Leipzig Charter.

The **Sustainable and Intelligent Mobility Strategy**<sup>1</sup> is a document that takes a broad view of the mobility issue. Three main adjectives - *sustainable, smart and resilient* - relate to mobility and are pursued through 10 flagships. *Sustainable* mobility focuses on reducing greenhouse gas emissions in the atmosphere by creating zero-emission airports and ports, increasing the share of zero-emission cars or working towards sustainable intercity mobility. *Smart* mobility refers to harnessing the benefits of AI and innovation in a broad sense. *Resilient* mobility focuses mainly on issues related to, broadly defined, road safety: it refers, among other things, to guidelines on resilience to climate change or to guidelines related to the maximum permitted blood alcohol concentration.

The Strategy sets 10 milestones (flagships) with multiple tasks defined (action plan contains 82 initiatives), which are divided into three time periods: by 2030, 2035 and 2050, focusing on e.g. 90% cut in emission in the transport sector, adding zero-emission cars or zero emission marine vessels. The table below shows the most essential milestones:

<b><u>REDUCING THE CURRENT DEPENDENCE ON FOSSIL FUELS</u></b>	
1.	By <b>2030</b> , there will be at least 30 million zero-emission cars and 80 000 zero-emission lorries in operation.
2.	By <b>2050</b> , nearly all cars, vans, buses as well as new heavy-duty vehicles will be zero-emission.
3.	Zero-emission ocean-going vessels and large zero-emission aircraft will become market ready by <b>2030</b> and <b>2035</b> , respectively.
<b><u>SHIFTING MORE ACTIVITY TOWARDS MORE SUSTAINABLE TRANSPORT MODES</u></b>	
4.	Scheduled collective travel under 500 km should be carbon-neutral by 2030 within the EU.
5.	Traffic on high-speed rail will double by 2030 and triple by 2050.
6.	By 2030, there will be at least 100 climate-neutral cities in Europe.
7.	Rail freight traffic will increase by 50% by 2030 and double by 2050.

<sup>1</sup> [https://transport.ec.europa.eu/transport-themes/mobility-strategy\\_en](https://transport.ec.europa.eu/transport-themes/mobility-strategy_en)  
COOPERATION IS CENTRAL



8.	Transport by inland waterways and short sea shipping will increase by 25% by 2030 and by 50% by 2050.
<b><u>INTERNALISING THE EXTERNAL COSTS OF TRANSPORT, INCLUDING VIA THE EU ETS</u></b>	
9.	By 2030, rail and waterborne-based intermodal transport will be able to compete on equal footing with road-only transport in the EU.
10.	All external costs of transport within the EU will be covered by the transport users at the latest by 2050.

Another important document is the **Mobility Package**<sup>2</sup>. It is actually a set of European legal acts regulating international road transport. In particular, it refers to legal acts introduced within the European Union. This Package contains rules for the posting of professional drivers, access to the market and the profession as well as for social legislation. What is important, its main objective is to prepare the ground for a safer, more efficient and socially responsible road transport sector in the future. In recent years, a number of changes and amendments has been made concerning, among other things:

- drivers' working time (e.g. the obligation to take regular weekly rest periods away from the cab of a vehicle or the option of extending the driving time to a maximum of 2 hours when returning to base);
- change in the rules on driver remuneration (this involves standardising the payment of minimum wages to drivers in line with the rates in force in the country where the work is carried out - refers to cross - trade and cabotage transport operations);
- obligation to return to base (including among others limitation of cabotage operations to 3 in 7 days - including a 4-day break).

At the end of 2023, the European Commission adopted the **Passenger Mobility Package**<sup>3</sup> - a set of proposals and rules designed to improve the experience of passengers and travellers. According to EC calculations, up to 13 billion people travelling by different modes of collective transport (including planes, trains, buses, etc.) could benefit from the new proposals, guidelines and implementations. Importantly, the needs of passengers with disabilities and/or reduced mobility have also been taken into account. **Proposals were divided into three thematic/problem groups:**

- Stronger Passenger Rights - refers to improvements in multimodal journeys (such as better information linked to e.g. entitlement to assistance in case of missed connections), provisions to strengthen mechanisms and eliminate loopholes, especially for passengers using intermediaries, and (very importantly) support for passengers with disabilities and/or reduced mobility at transfer points;
- Protection of Package Travelers - increased transparency of voucher information or automatic refunds and protection in the event of insolvency, changes in travel reimbursement policies or advance payments;
- Better Multimodal Travel Information Services and European Mobility Data Space - includes the creation of a pan-European service enabling travellers to choose the most optimal and sustainable mode of transport; the focus on multimodality is itself expected to contribute to reducing transport emissions.

<sup>2</sup> [https://transport.ec.europa.eu/transport-modes/road/mobility-package-i\\_en](https://transport.ec.europa.eu/transport-modes/road/mobility-package-i_en)

<sup>3</sup> [https://transport.ec.europa.eu/news-events/news/passenger-mobility-package-2023-11-29\\_en](https://transport.ec.europa.eu/news-events/news/passenger-mobility-package-2023-11-29_en)



**The European Green Deal**<sup>4</sup> is a package of policy initiatives that aims to put the EU on the path to a green transition. The European Green Deal calls for a 90% reduction in greenhouse gas emissions from transport, in order for the EU to become a climate-neutral economy by 2050, while also working towards a zero-pollution ambition. European Commission highlights three pillars of future actions to achieve the systemic change:

- make all transport modes more sustainable,
- make sustainable alternatives widely available in a multimodal transport system and
- put in place the right incentives to drive the transition.

In the European Union and beyond, the European Green Deal will push companies to reduce their carbon footprint, create business models that incorporate a circular economy framework and invest and innovate in renewable energy and other clean technologies.

**The Urban Agenda for the EU**<sup>5</sup> is a multi-level agreement, designed to improve the urban dimension in European law- and policymaking, promoting cooperation between Member States, cities, the European Commission, and other stakeholders. It was launched in May 2016 with the Pact of Amsterdam and reconfirmed as a valuable initiative in November 2021, with the Ljubljana Agreement. The main goal of the Agenda is to improve the quality of life in urban areas. The three pillars of EU policy making and implementation:

- Better regulation - the Agenda seeks to help to implement more effectively existing policies, laws and instruments;
- Better funding - focus on innovative sources of funding for urban areas (using European structural and investment funds), while drawing on previous experience to enable easier use of EU funding;
- Better knowledge - by expanding the knowledge base relating to urban issues and drawing on the experiences of other cities or partners.

The Urban Agenda details 14 priority thematic areas for cities: 1) air quality, 2) circular economy, 3) climate adaptation, 4) culture and cultural heritage, 5) digital transition, 6) energy transition, 7) housing, 8) inclusion of migrants and refugees, 9) innovative and responsible public procurement, 10) jobs and skills in the local economy, 11) sustainable use of land and nature-based solutions, 12) urban mobility, 13) urban poverty, 14) security in public spaces.

**Territorial Agenda 2030**<sup>6</sup> is a policy framework that aims to promote sustainable and balanced development supporting decision makers and planners in the area of (cross-border) spatial planning, with a focus on climate change and digitalization. An important element is to increase territorial cohesion, a fair and green Europe. This can only be achieved by paying more attention to the diversity of places in Europe. One of the initiatives under the Agenda is targeting small towns and villages supporting them to strengthen the territorial coordination of policies, and cooperation between territories. Territorial cooperation, including macro-regional cooperation, by defining the common objectives necessary to combat the crisis, will contribute to increasing the resilience of individual places and developing more effective post-pandemic development pathways.

<sup>4</sup> [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en)

<sup>5</sup> <https://futurium.ec.europa.eu/en/urban-agenda>

<sup>6</sup> [https://ec.europa.eu/regional\\_policy/en/information/publications/brochures/2021/territorial-agenda-2030-a-future-for-all-places](https://ec.europa.eu/regional_policy/en/information/publications/brochures/2021/territorial-agenda-2030-a-future-for-all-places)



**The New Leipzig Charter**<sup>7</sup>, another essential document, focuses on the transformative power of cities for the common good. The Charter sets orientations for European cities and is an update of the first version of the Leipzig Charter on Sustainable European Cities adopted by EU ministers in 2007. The need to update it was advocated by ministers in the Bucharest Declaration in 2019. The New Leipzig Charter is a set of strategic principles and directions for good urban governance that defines urban policy in Europe beyond 2020. While the postulates from the first version of the document are still valid, the New Leipzig Charter strongly emphasises the need for a transformation towards just, green and productive cities and the importance of digitalization to accelerate the transformative process to sustainable cities as a major, cross-sectoral trend affecting all dimensions of sustainable urban development. The Charter also states that public transport should be accessible, affordable, clean, safe and attractive for all. To reduce transport and mobility needs, a polycentric settlement structure should be as compact and dense as possible while supporting multiple uses including housing, retail, production and transport.

**National and local policies** - at the national level, supportive policies can provide a conducive environment for tactical urbanism initiatives to thrive - based on state-level mobility and urban planning concepts, strategies and regulations. At the local level, policies and multilevel governance play a fundamental role in enabling tactical urbanism to flourish and become an integral part of the urban fabric. Implementing flexible zoning regulations, streamlined permit processes, and temporary-use agreements can empower citizens to experiment with creative and low-cost urban interventions. Furthermore, local policies that prioritize community engagement and participation enable residents to have a direct say in shaping their neighbourhoods, instilling a sense of ownership and pride in the outcomes of tactical urbanism initiatives.

### 3.2. Innovation in Sustainable Urban Mobility and Public Spaces

In the 21st century, urban spaces face a multitude of challenges that significantly impact how we use and experience cities. Rapid urbanization has often led to solutions that affect the overall quality of life for urban residents, and mobility plays a central role in navigating a city successfully or not.

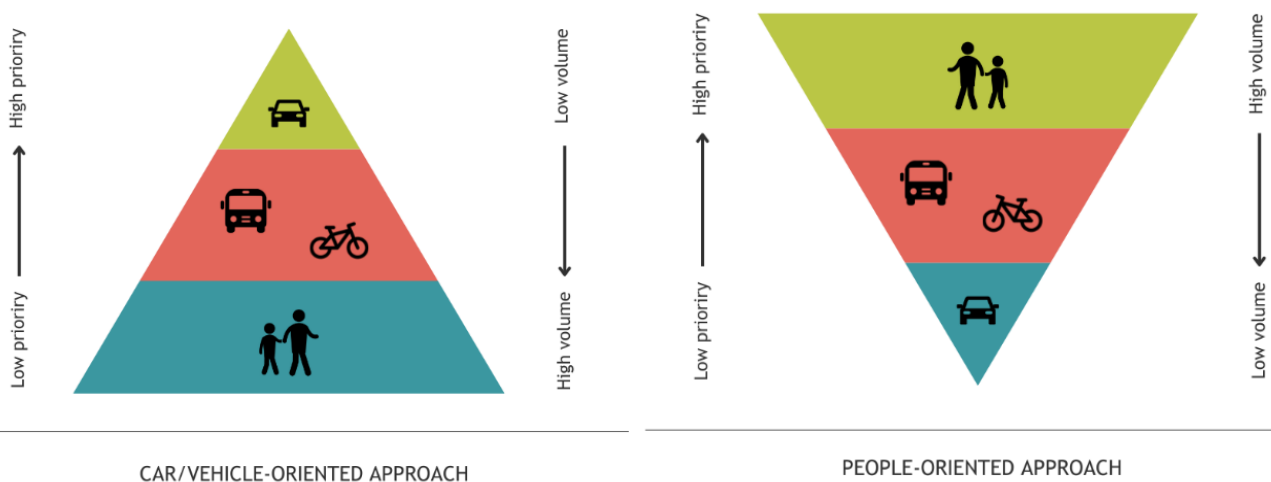
As highlighted in the introduction of the document, the dominance of cars in urban spaces leads to issues like traffic jams, pollution, and health problems. According to Eurostat, in the European Union, private cars accounted for 72% of inland passenger transport in 2019, while walking and cycling accounted for only 21% (Eurostat, 2021). Urban spaces are often used only for travel and transit, which is also reflected in the time spent commuting: according to the data of the Eurostat from 2019, 8.2% of the employed persons aged 20-64 years in the EU travel to work at least 1 hour, over a quarter (26.6 %) took between 30-59 minutes to do so, while in case of 61.1% it takes less than half an hour, and the remaining 4.1% did not commute at that time. It is very important how people spend this time, on what means of transport, and whether it can be reduced or optimized. Understanding these challenges is crucial for understanding and creating innovative and clever solutions to **make cities more livable, sustainable, and inclusive**. Urban planning scholars and practitioners increasingly emphasize the **significance of transitioning from car-dominated cities to innovative and clever solutions for people-oriented urban spaces** (Gehl, 2004; Jacobs, 1961).

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<sup>7</sup>[https://ec.europa.eu/regional\\_policy/en/information/publications/brochures/2020/new-leipzig-charter-the-transformative-power-of-cities-for-the-common-good](https://ec.europa.eu/regional_policy/en/information/publications/brochures/2020/new-leipzig-charter-the-transformative-power-of-cities-for-the-common-good)  
COOPERATION IS CENTRAL



Figure 10: From car-oriented to people-oriented mobility



Source: own editing based on K. Fjellstrom, O. et al, 2004: *Engineering, Environmental Science, Business, Sustainable Transport*

Encouraging a modal shift from private vehicles to public transport, biking, and especially walking is essential for sustainable and efficient urban mobility. However, this shift requires significant infrastructure improvements, effective transit systems, and enhanced pedestrian and cycling infrastructure. **Tactical transit interventions**, such as pop-up bus lanes and bike lanes, can demonstrate the benefits of alternative modes of transport and encourage people to choose alternative options: cities should prefer implementing - initially temporary, but later permanently sustainable - infrastructure that prioritizes walking, biking, and public transport. Providing suitable, sustainable, and affordable transport options for all is a major challenge for public administration.

Therefore, tactical urbanism and placemaking play a crucial role in transforming urban spaces by reclaiming public areas and creating pedestrian-friendly streets, contributing to the overall well-being and sustainability of cities. In contrast to long-term investments in the improvement of public spaces and mobility, these approaches offer low-key, low-cost, quick, and effective solutions for transforming the usage of urban spaces and, consequently, mobility. The temporary nature of such interventions offers (public administration and local practitioners) flexibility and reversibility. Such projects serve as trial runs, offering the opportunity to assess community response and effectiveness. If an intervention is well-received, there is potential for it to transition from a temporary status to a permanent solution.

In summary, the way cities are developing is heading towards making more areas for pedestrians, as Gehl (2010) suggests, or, as Jeff Speck (2013) terms it, the creation of *walkable cities*. Gehl says it's important to use cars less and make spaces more friendly for pedestrians to make cities lively and nice to live in. Planning streets, plazas, and public places well is key to make people's urban experience better, encouraging social connections, and contributing to overall well-being. Additionally, Speck gives practical advice for city planners, policymakers, and communities to encourage walking as the main way to get around. All in all, cities that focus on making it easy to walk are the cities of the future.

As the urban planning expert, Fred Kent of the Project for Public Spaces put it:

*“If you plan cities for cars and traffic,  
you get cars and traffic.  
If you plan for people and places,  
you get people and places”.*





### 3.3. Tactical Urbanism

According to the project's "Baseline Study", urban spaces face a multitude of challenges that significantly impact the way we use and experience cities now - and these have particularly important implications for tactical urbanism, tactical placemaking, and tactical transit. The importance of these challenges lies in their impact on various aspects of urban life. As opposed to conventional, top-down, and bureaucratic urban planning processes, tactical urbanism shows a shift towards quick, adaptive and low-cost interventions that prove the usability and viability of design ideas before their large-scale and expensive implementation.

Although the first pilot projects of tactical urbanism date back to the beginning of the 19th century, it was first officially defined in the book *Tactical Urbanism: Short-term Action for Long-term Change* by Anthony Garcia and Mike Lydon in 2015 as **"a city, organizational, and/or citizen-led approach to neighborhood building using short-term, low-cost, and scalable interventions and policies to catalyze long-term change"** (Lydon, 2015). According to Lydon, tactical urbanism is an intervention that has the following characteristics:

- it offers local solutions to local planning challenges,
- it has short-term commitment and realistic expectations,
- it is based on a deliberate, phased approach to driving change,
- it minimizes the risks of implementation, and, on the contrary, is characterized by a potentially high reward, and,
- it develops social capital among citizens and builds organizational structures between public and private institutions, non-profit organizations, and citizens.

Various other definitions of tactical urbanism share common concepts, such as the emphasis on low-cost, temporary interventions, community engagement and the potential for long-term change. However, some of the definitions focus more on the grassroots and bottom-up nature of tactical urbanism, while others emphasize its potential to catalyze policy change (see *PopUpUrbanSpaces Baseline Study* for more insights) Overall, tactical urbanism can be seen as a **flexible and adaptable approach to urban design and planning, that allows for experimentation and community input**. It has the potential to be a powerful tool for improving public spaces, promoting social interaction and empowering communities.

Tactical urbanism covers a diverse range of formats aimed at transforming public spaces into more vibrant and functional areas. Here, we will present some of these formats, for more examples and information, refer to the *PopUpUrbanSpaces Baseline Study* and the *Good Practice Catalogue*:

**Open Streets** initiatives focus on creating pedestrian and cyclist-friendly spaces, encouraging social activities while raising awareness about the negative impacts of excessive car usage in urban areas.



Odperta ulica / Open Street Škofja Loka 2020 / Photo: IPoP - Institute for Spatial policies

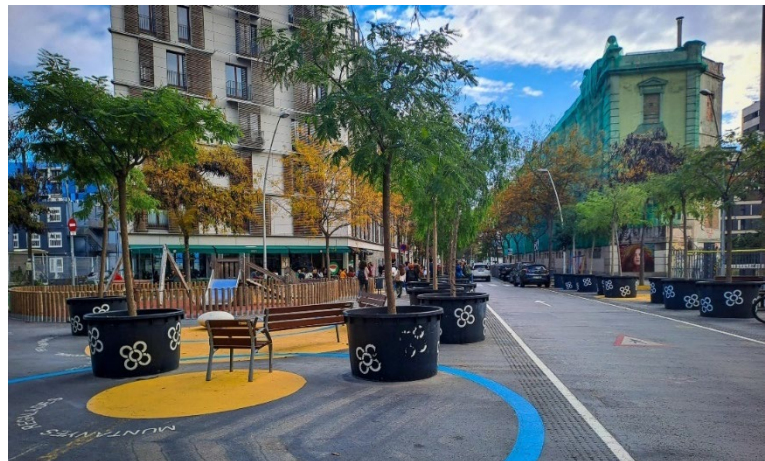


**Parklets** are small, temporary public spaces created by repurposing on-street parking spaces, featuring seating, greenery, and amenities to enhance urban environments. These installations, often initiated by local businesses or neighbourhood groups transform underused spaces into vibrant areas for gathering and relaxation.



Grätzloase, Vienna / Photo: Tim Dornaus

A **superblock**, originating from Barcelona and in recent years widely adopted elsewhere, is a large-scale urban planning concept where groups of neighborhood blocks are connected to calm traffic and to create pedestrian-friendly zones. These superblocks aim to prioritize public spaces, reduce air pollution, and promote sustainable mobility.



Superblock, Barcelona / Photo: Michele Castrezzati

**Intersection Repair** projects repurpose street intersections into community spaces, involving inhabitants, activists, and local organizations. Typically initiated by activists and citizen groups, and often supported by the city administration, they aim to create more engaging and community-oriented neighborhood spaces.



Share It Square - Intersection Repair, Portland (from 1996 on) / Photo: Project for Public Spaces, 2015

Cases illustrate that tactical urbanism can be used by a wide range of actors: governments, non-profits and businesses, citizen groups, and individuals. While the level of formality might differ, the projects share a common goal of using low-cost materials to experiment with and collect feedback on the potential street/public space design changes (Tactical Urbanism Guide, 2023):





- For **citizens**, it allows immediate reclaim, redesign, or reprogramming of public space.
- For **developers and urban planners**, it provides valuable insights into the needs of the citizens.
- For **advocacy organizations**, it demonstrates possibilities and gains public and political support.
- And **the governments** benefit from implementing best practices quickly and without high political risk.

#### Necessary knowledge, skills, capacities, and competences:

- **Understanding tactical urbanism** as a set of temporary, small-scale and low-cost interventions that aim to improve public spaces and promote social interaction in urban areas.
- **Urban design skills:** Ability to develop creative and practical design solutions for temporary urban interventions, basic knowledge of landscape architecture, and placemaking principles.
- **Community engagement:** Skills in community engagement to involve residents and stakeholders, communication skills to explain the purpose and benefits of tactical urbanism projects, and ability to collect and analyze community feedback to inform decision-making.
- **Project management:** Capacity to plan and execute projects within a limited timeframe and budget and risk management skills to react to potential challenges along the execution of projects.
- **Adaptability:** Ability to adapt plans quickly based on changing circumstances.
- **Assessment and evaluation:** Basic knowledge of measurement methods to assess the impact of tactical urbanism projects.

### 3.4. Tactical Transit

Tactical transit aims to tackle sustainable mobility challenges by promoting alternative transportation modes. It focuses on community engagement and data-driven decision-making. Interventions may include pop-up bus lanes, dedicated bike lanes, pedestrian plazas, and flexible routing adjustments. This approach aligns with the principles of agile urban planning. It offers the ability to respond rapidly to changing transportation needs and demographics. It fosters a collaborative environment between policymakers, researchers, and the public. Tactical transit draws inspiration from the broader tactical urbanism movement. It offers valuable insights into transportation dynamics and contributes to more resilient and efficient transit systems.

The United States first used the term 'tactical transit' in 2016. It refers to the use of temporary (although not necessarily remaining temporary) methods to improve transport efficiency and enhance passenger experience. The term is derived from 'Tactical Urbanism', as explained in 3.3., it is a movement in which citizens improve the environment using non-permanent methods. Temporary improvements used in tactical urbanism can have such a positive effect on the local populace that they object to dismantling them, resulting in a permanent improvement. Using similar methods to improve transit options is a clear development of tactical urbanism.

The New York City Department of Transportation used an early example of a bus service in 2008. This service included discreet bus lanes, repurposed parking meters for off-board bus ticket purchases, and prioritized bus traffic through traffic signal stop signs. To increase curb side boarding and disembarkation ease, rubber platforms were used instead of permanent cement options. These measures were temporary but effective.



Pic. 1, 2, 3: New York City - Select Bus Service.



Source: [https://en.wikipedia.org/wiki/Select\\_Bus\\_Service](https://en.wikipedia.org/wiki/Select_Bus_Service)

A study titled 'Best Practices in Implementing Tactical Transit Lines' was published by the UCLA Institute of Transportation Studies in February 2019. The study reported that 17 TTL projects, including those related to bicycle transportation, were implemented in the United States of America between 2015 and 2018. TTLs are suitable for use in dense, congested areas where transit speeds and/or headway reliability are a concern. Short TTLs can significantly improve transit service reliability and appeal in congested contexts. TTLs are typically installed on segments of about one mile, which are traveled by 10,000 or more riders a day on multiple routes.

Pic. 4, 5, 6, 7: Tactical transit activities - public transportation







Source: Pic. 4, 5, 6 - <https://onlinepubs.trb.org/onlinepubs/webinars/200304.pdf>

Source: Pic. 7 - <https://www.its.ucla.edu/2019/04/01/ucla-issues-updates-to-recently-released-tactical-transit-lanes-guidebook>

The second type of 'tactical transit' activities, are those related to bicycle transportation. These activities mainly involve establishing new bicycle routes, improving bicycle traffic, enhancing safety, and increasing accessibility for users. Low-cost measures, such as separating bicycle lanes from car traffic in both directions and segregating bicycle traffic from pedestrians, have been developed. Various technical solutions, such as modular devices installed on roads, streets, or sidewalks, are available for implementing these measures.

Pic. 8, 9, 10, 11. Tactical transit activities - bicycle transportation.



Source: <https://www.zicla.com/en/blog/zipper-system-modularity-various-configurations/>

The application of tactical urbanism methods to transportation shows great promise. This technique is useful because it provokes less resistance from the public towards effective change. For instance, temporary measures often eliminate the need for planning permission and other formal systems. On the other hand, permanent solutions require various permissions and a consultation process that can result in objections as well as agreement. Permanent solutions often polarise attitudes towards change, with people either agreeing or objecting. Non-permanent solutions can create a positive response among the public, leading to calls for the measures to be made permanent. This can help to push projects through with less objection.



Urban tactical measures are highly adaptable to the changing needs of a city, town, and its population, making them an obvious choice for fast and effective improvement. Initially implemented by citizens and non-profit organizations, these methods are now being adopted by formal government and urban planners and administrators. Hopefully, citizens, urban activists, and formal bodies can work together to create an effective, environmentally-friendly, and cost-effective approach to solving modern transport problems. The goal is to achieve a unison among these groups.

The urban tactical movements have had a positive impact on transport by encouraging formal bodies to collaborate with groups to find solutions to real issues. Cumbersome planning regulations have previously hindered the immediate addressing of issues relevant to small groups, but this is now changing. Formal regulatory bodies are already working with small groups of citizens to shape the future of urban planning. This approach has been shown to be effective in painting a clear picture of what is to come.

To implement tactical transit interventions successfully, local authorities should possess a combination of key competences, skills, and knowledge. Here is a list of these essential elements:

- **Understanding of sustainable mobility principles:** knowledge of sustainable transportation modes and their benefits, familiarity with sustainable urban planning principles.
- **Data-driven decision-making:** ability to collect and analyze transportation data, skills in using data to inform decision-making processes.
- **Community engagement and collaboration:** competence in engaging with the local community, ability to foster collaboration between policymakers, researchers, and the public.
- **Agile urban planning:** understanding of agile urban planning methodologies, ability to adapt to changing transportation needs and demographics.
- **Knowledge of tactical transit concepts:** understanding of tactical transit concepts, including pop-up bus lanes, dedicated bike lanes, pedestrian plazas, and flexible routing adjustments.
- **Legal and regulatory understanding:** knowledge of local laws and regulations related to transportation, understanding of temporary interventions and the regulatory framework for implementing them, knowledge of the potential positive impact of temporary interventions.
- **Project management skills:** competence in managing tactical transit projects. ability to coordinate various stakeholders and resources.
- **Public relations and communication:** strong communication skills to explain the temporary nature and benefits of interventions to the public, Ability to address concerns and gather public support.
- **Flexibility and adaptability:** ability to adapt plans based on project outcomes and feedback, flexibility to make adjustments to meet evolving transportation needs.
- **Political savvy:** understanding the political landscape and the importance of political support, ability to navigate bureaucratic processes and garner political backing.
- **Negotiation and conflict resolution:** competence in negotiating with various stakeholders, skills in resolving conflicts and addressing objections effectively.
- **Public opinion monitoring:** capacity to monitor public opinions and sentiments related to tactical transit interventions, ability to use public feedback to refine and improve projects.





### 3.5. Placemaking

The concept of placemaking looks behind “the scenes” - it takes peoples attachment to places into consideration. This capacity building strategy on using the dynamics of placemaking summarizes the project partners’ practical experiences as experts in various public participation processes, as well as research results about assessing public spaces together, and how to design interaction, negotiation, and decision making within heterogeneous groups using the dynamics of a shared experience of placemaking.

Placemaking is a concept using human’s attachment to their everyday’s living places. These places represent meanings and an ongoing stewardship that integrates the everyday organisation and usage as well as the maintenance of those places. The concept of placemaking originated already in the 1960s, when writers like Jane Jacobs and William H. Whyte offered ideas about designing cities that catered to people, and not just to cars and segregated business areas, shopping centres, and sleeping quarters. Their work focused on the importance of lively neighbourhoods and inviting green public places on human scale.

The goal of placemaking in PopUpUrbanSpaces is to find sustainable solutions in organizing physical space by offering public streets and places to developing and testing ideas. Enabling experimentally/playfully new multifunctional uses of streets and places structured by flexible place and time schemes, while using the exiting narrative of streets as ecosystems for humans, plants and animals, and to create healthy and inviting environments is one of the major outcomes of the project. Enhancing the relationship to nature and place and to shared experiences of those relationships are some main “ingredients” to support place attachment and developing dynamics for creative interventions top down and bottom up. Humans are tired of long planning periods. Placemaking processes can offer an immediate experience of shared acting and self-efficacy. The experience itself in return further promotes processes of placemaking.

Knowledge, skills, capacities, and competences for using placemaking dynamics concern facilitators, town government officials and citizens, focusing on various aspects of policy capacities and competencies, such as: policy processes and transparent agenda setting, (digital) communication, negotiating complex interests, decision-making, implementation, evaluation and adaptive management integrating new insights. Further, once the skills and competencies are acquired,

- How can skills and resources be shared across different task environments?
- How to scale up project examples and get more people and places involved?

The concept of placemaking goes beyond the classic top down and bottom-up governance capacities. Placemaking initiatives enhance the understanding of how policy-oriented non-governmental organizations and other actors can be integrated with their policy roles and combinations of skills and resources at each level. For example, analytical-level capacities help to ensure policy actions and can contribute to adaptive evaluation and management schemes of realised actions. Operational-level capacities allow an integrative overview and the alignment of resources with policy actions so that they can be implemented in practice. And political-level capacities help to obtain and sustain political support for policy actions, building trust at all levels.

The relevant skills and competencies concerning the following areas of work explained:

- The task to organize the process of communicating and interacting as well as decision making in addition to the task of organising the elaboration of concepts how to organize physical space for tactically chosen pop-up incentives.
- To enhance knowledge about analytical, operational and policy capacities to support various processes of placemaking.
- To gain basic knowledge about social constructions and physical usage of space of the affected people around those certain streets and places; e.g. how to organize a mutual exchange of



knowledge and to embed it in a process of shared perception and construction of everyday organizational needs, enhancing the existing use of space.

- To train asking the “right” questions; e.g. general wishes of the participants can lead to confusion about real needs, responsibilities and shared custody in maintaining shared places. Questions how the everyday life is organized can set important boundaries, but as well point out possibilities for identifying new place-time organizations.
- To establish transparent communication structures supporting emotionally and cognitively perceived messages accepted by senders and receivers to reach a shared perception and knowledge construction, to arrive at decisions on future plans.
- The municipal organisation needs structures for building trust in the information, in acting possibilities, and we need structures to enable all participants contributing to these green mobility transformation process by developing and supporting experimental placemaking processes.
- Scalability: how to expand existing knowledge and initiatives from one place to another. By inviting and working with the locals from the neighbourhood, introducing already existing initiatives can start a new process or local initiative.
- Introducing the term “walkability” as a narrative in the context of complex placemaking opportunities. Discussions are focusing on environmental improvements of enhancing walkable environments, creating healthy and attractive neighbourhoods for everyday encounter and safe and multifunctional use. Climate regulation, cool spots, and biodiversity are more and more integrated in those concepts. Others deal with outcomes potentially fostered by such environments, such as making places lively, enhancing a variety of sustainable transportation options, and inducing body exercises on an everyday base for health purposes.

All of the above processes need skilful moderation and experience. Project partners invite various experts who can help moderating these processes and introduce innovative methods. Simple, flexible and creative methods of communication and interaction will also be introduced for the ambassadors to support an ongoing process of communication for the future PopUp Mobility Ambassadors.

### 3.6. Digital Communication

Building on the concept of “Show and Tell” outlined in the project’s Application Form, the focus is on the second point, which involves developing innovative digital campaigning tools/methods to explain tactical urbanism and placemaking achievements. In this context, the project’s territorial partners primarily consist of municipal employees whose primary responsibilities likely revolve around municipal office tasks rather than digital campaigning.

Given that these municipal employees will play a crucial role in ensuring that tactical urbanism and placemaking developments are not only completed but also utilized by the public, it becomes essential for them to be well-informed through digital campaigns. This recognition leads to the primary objective of enhancing the digital campaign capacity of the project partners, following two possible approaches:

1. Internal Implementation: The partners themselves will execute the digital campaign in-house. This requires training them to plan, execute, and assess digital campaigns effectively. Capacity building becomes instrumental in empowering them to navigate digital tools, understand target audience dynamics, and create impactful content.
2. Outsourcing to Professional Agencies: Alternatively, the partners may choose to outsource the digital campaign activity to professional agencies. In this scenario, the partners still need a substantial level of digital literacy to collaborate efficiently with the agency, articulate their goals, and gauge the effectiveness of the campaign.



Both approaches underscore the importance of capacity building as a foundational step. Training initiatives should focus on aspects such as digital strategy development, content creation, data analytics, and campaign assessment. This ensures that regardless of the chosen approach, municipal employees are equipped with the necessary skills to either independently conduct or oversee the digital campaign. The goal is to empower them to effectively "Tell" the community about the risks of car-oriented urban mobility and garner support for the tactical urbanism and placemaking initiatives.

The integration of digital campaigning into the PopUpUrbanSpaces project is strategically aligned with the core concept of "Show and Tell." While the "Show" aspect involves showcasing innovative tactical urbanism/placemaking practices through pop-up interventions, the "Tell" aspect emphasizes the use of innovative digital campaigning tools/methods to communicate the risks of car-oriented urban mobility as follows:

- **The integration of digital campaigning** within the PopUpUrbanSpaces project is underscored by the widespread use of digital devices among the general population. In contemporary society, a significant portion of the community relies on digital platforms for information, communication, and social engagement. Recognizing this digital prevalence, leveraging digital campaigning becomes a strategic imperative for several reasons. With the majority of the population having access to smartphones, tablets, and computers, digital channels offer an omnipresent and accessible means to reach a diverse audience. Digital campaigning ensures that information about tactical urbanism and placemaking can be seamlessly integrated into people's daily digital interactions.
- **Key role of municipal officials:** given that the primary audience of the territorial partners in this issue is municipal officials, who might not traditionally engage in digital campaigning, capacity building in this area becomes crucial. The municipal officials play a pivotal role in not only implementing tactical urbanism and placemaking developments but also ensuring that the community is aware and actively engages with these initiatives.
- **Addressing the information gap:** digital campaigning becomes a powerful channel to bridge the information gap among the public. By utilizing various digital platforms, such as social media, websites, and online forums, the project partners can disseminate information in a format that is easily digestible for the public. This includes visually appealing content, engaging videos, and concise messages that convey the essence of tactical urbanism.
- **Interactive engagement:** leveraging the interactive nature of digital platforms, the campaign can encourage active engagement from the community. Platforms like social media allow for discussions, feedback, and questions, fostering a sense of community involvement. This interactive element not only disseminates information but also invites the public to be a part of the conversation around urban development.
- **Targeted and tailored messaging:** digital campaigns enable precise targeting of messages to specific demographics. Understanding the diverse characteristics of the audience, such as age groups, interests, and online behavior, allows the partners to tailor messages that resonate with different segments of the population. This ensures that the campaign is relevant and impactful. Digital platforms allow for the customization and personalization of content. Project partners can tailor messages, visuals, and interactive elements to resonate with various demographic groups. This targeted approach ensures that the campaign speaks directly to the interests and concerns of different segments within the community.
- **Monitoring and evaluation:** the digital nature of the campaign facilitates real-time monitoring and evaluation. Metrics such as reach, engagement, and feedback can be tracked, providing valuable insights into the effectiveness of the campaign. This data-driven approach allows partners to adapt and refine their strategies based on the observed outcomes.



- **Cost-effective dissemination:** compared to traditional forms of outreach, digital campaigning often presents a more cost-effective means of disseminating information. Social media platforms, in particular, offer a cost-efficient way to reach a large audience. This allows project partners to allocate resources judiciously while maximizing the impact of their awareness initiatives.

Integrating digital campaigning into the PopUpUrbanSpaces project offers a strategic avenue to inform, engage, and mobilize citizens for active participation in the envisioned urban developments. Capacity building in this domain equips project partners with the tools and knowledge needed to navigate the digital landscape effectively, ensuring that the "Tell" aspect harmoniously complements the "Show" initiatives.

#### Necessary knowledge, skills, capacities, and competences:

##### Knowledge:

- digital marketing
- audience segmentation
- tactical urbanism and placemaking
- digital platforms
- data analytics

##### Skills:

- content creation
- social media management
- community engagement
- communication

##### Capacities:

- strategic thinking
- adaptability
- project management

##### Competences:

- digital literacy
- analytical competence
- creativity
- collaboration
- evaluation and adjustment







### 3.7. Necessary Knowledge, Skills, Capacities, and Competences

Based on the previous thematic chapters, the capacity building within the PopUpUrbanSpaces project have to be focused on four key topics:

- In-depth knowledge of the background, methods and process of tactical urbanisms, tactical transit and placemaking,
- Methodological frameworks for the preparation and implementation of pop-up interventions,
- Capability and capacity for community engagement
- High-level digital literacy for effective urban campaigning

Figure 11: Key knowledge, skills, capacities, and competences

THEMATIC KNOWLEDGE			PROJECT PREPARATION AND IMPLEMENTATION METHODS
Understanding of sustainable mobility principles Understanding tactical urbanism, tactical transit and placemaking Urban design skills, agile urban planning Benchmarking (learning about good practices and current trends) Legal and regulatory understanding			
CAPABILITY AND CAPACITY FOR COMMUNITY ENGAGEMENT			HIGH-LEVEL DIGITAL LITERACY FOR URBAN CAMPAIGNING
Organizing a mutual exchange of knowledge Focused needs assessment Collaboration Creativity Transparency and building trust Negotiation and conflict resolution Public opinion monitoring Political savvy			

Source: own editing



### 3.8. Necessary structures and degree of cooperation at local level

#### Basic understanding of the benefits of tactical urbanism

To ensure collaboration at the local level, a basic understanding of the benefits of tactical urbanism interventions for all involved is crucial. The benefits should be communicated among the following groups:

- **Local politicians and decision-makers** → to help them understand the advantages and support the project politically;
- **Public servants and public authorities within the municipality** → to help them efficiently work on the interventions within their respective departments, fostering a sense of ownership toward the project;
- **Citizens** → to help them understand the principles and positive impact of tactical urbanism for the community and the improvement of public space and motivate them to be involved in decision-making processes;
- **Media** → to help communicate the intervention, its purpose, and benefits to the public. Additionally, they play a crucial role in informing the public about the possibilities to get involved in such interventions.

The benefits, as well as limitations of tactical urbanism interventions, can be found in the *Baseline Study*.

#### Cooperation among municipal departments

To successfully implement a tactical urbanism intervention, a high degree of inter-departmental, lateral communication, and cooperation within the municipal framework is essential. Various departments play important roles at different stages of such projects, ensuring smooth project development. The most typical departments involved include:

- **The Urban Planning Department** is central for tactical urbanism interventions as it oversees the integration of temporary changes into the existing urban fabric and long-term city planning goals. They can assess the potential impact on the overall aesthetics and functionality of the urban environment. Additionally, their regulatory oversight ensures that tactical projects comply with regulations. They might as well review and issue permits for temporary changes to public spaces.
- **The Transportation and Traffic Planning Department** ensures the integration of the interventions within the existing transportation infrastructure. They can implement temporary traffic control measures during the intervention and ensure accessibility for pedestrians, cyclists, and public transportation users. They contribute to accessibility and safety within the urban environment.
- **The Community Development Department and/or Department for Cultural Activities** is instrumental in engaging local communities and promoting a sense of ownership over tactical urbanism projects. Their participation ensures that tactical interventions are community-driven and address the unique needs of diverse public space users. They might as well invite local stakeholders to participate in the tactical urbanism project, e.g. local kindergartens and schools, libraries, and some informal citizen's organizations.
- **Communication and/or PR department** plays a key role in disseminating information about the initiatives to residents, stakeholders, and the wider public. Clear and transparent communication helps manage expectations, build public support, and address any concerns or misconceptions, contributing to the overall success of the interventions. Including a timeline of the project is a plus.
- **Major's cabinet** serves as a coordinating body that ensures alignment between various departments and the political leadership. Their involvement is crucial in providing strategic direction, securing necessary approvals, and enabling very necessary political support for tactical urbanism initiatives.

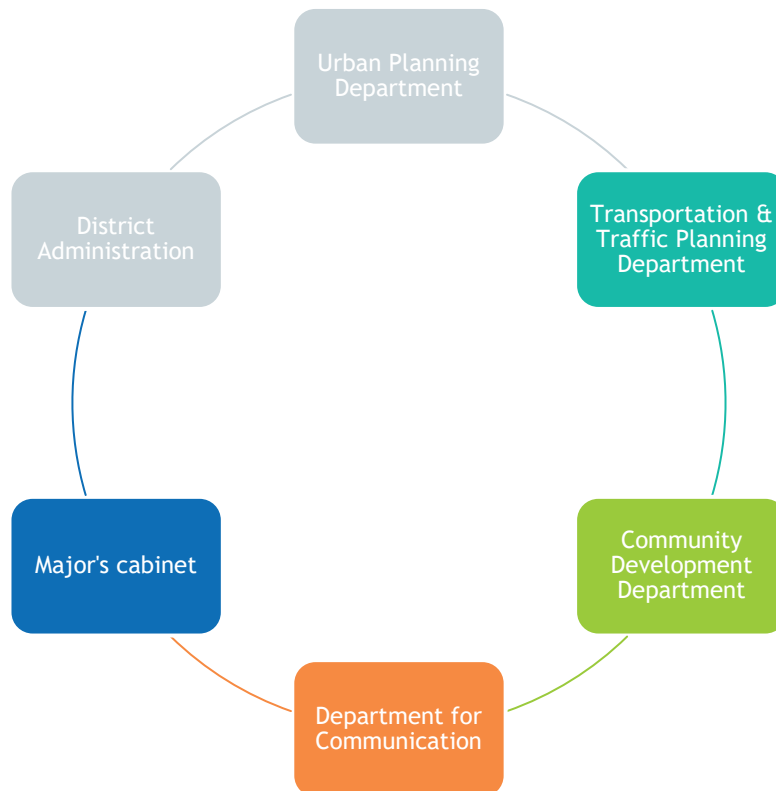




By having the Mayor's Cabinet on board, there is a higher likelihood of successful implementation due to increased visibility and advocacy at the administrative level.

- **The district administration** might also be involved, especially in the cities where they are in close contact with inhabitants, possess firsthand knowledge of the neighborhood and have the role of “local experts”.

Figure 12: Inter-departmental actors regarding tactical urbanism



Source: own editing

Additionally, **external companies** engaged in executing *street-level interventions* also play a crucial role, demanding close collaboration with municipal authorities (from understanding the purpose of the intervention to alignment with local regulations). Relevant local **police officers** should also not be underestimated since they are very familiar with the local environment and its specifics.

**The municipality**, with its authority, is **central** in coordinating efforts and providing the necessary *permissions, and framework* for temporary interventions. This collaborative involvement of various departments ideally considers diverse perspectives and contributes to the overall *wholesomeness* of the intervention.

#### Political ambassador

A political ambassador operates as an advocate and serves as a driving force, navigating bureaucratic channels, and securing the necessary support from fellow policymakers. Their commitment to the project helps overcome potential difficulties, ensuring that it receives the attention and resources needed for implementation. Additionally, a dedicated political ambassador fosters a positive perception of the project among colleagues and facilitates a smoother path through the decision-making process.



Political ambassadors should also take into consideration the following: knowing when to avoid tactical urbanism interventions, particularly when elections are approaching, or knowing methods to deal with political opposition.

### Communication and participation - Necessary level of cooperation between local government and civil society

Effective communication and participation form the backbone of successful urban development initiatives, requiring a high-level of cooperation between local government and civil society. This relationship is essential to ensure that information flows in both directions, with the local government transparently communicating its intentions and listening to the needs and concerns of the community. This two-way communication fosters a shared understanding of project goals, builds trust, and empowers residents to actively contribute to the decision-making process.

Often, we can witness insufficient or belated communication of developmental projects in public spaces within the municipalities. This issue often lies in a fear of confrontation, limited human resources, and a lack of communication expertise. These can often lead to misunderstandings, unaddressed concerns, or public backlash. Therefore, a clear communication roadmap would be needed, addressing both external and internal communication.

- **External communication roadmap** → strategic plan designed to effectively disseminate information about the project to external audiences. Important to consider both - the public and specific subgroups within the community (e.g., extra focus on a particular demographic, such as older citizens living in historic urban areas.)
- **Internal communication roadmap** → strategic plan designed to facilitate effective coordination and alignment among public bodies within a municipality and public agencies. It defines clear communication channels, promotes collaboration both vertically and laterally.
- Additionally, the **role of PopUp Mobility Ambassadors** as bridge-builders between the municipality and the public is crucial in the communication process.



## 4. THE STRATEGY

### 4.1. Objectives

Based on the specific Training Needs Analysis conducted during the project and on thorough understanding of the key topics of the project and their capacity building implications, a tailor-made hierarchy of objectives.

The **OVERALL OBJECTIVE** is:

to spread tactical urbanism tools and digital urban campaigns in the cities of the Central European region based on the existence of extensive knowledge and appropriate competences of the relevant stakeholders.

This mission is grounded in the premise that the successful dissemination of these innovative approaches requires the establishment of a robust foundation of knowledge and competences among pertinent stakeholders. By fostering a deep understanding of tactical urbanism and digital campaigning, the Strategy aims to empower city leaders, urban planners, and other key players with the requisite skills to orchestrate impactful changes in urban mobility systems. This involves not only instilling theoretical knowledge but also cultivating practical competences, enabling stakeholders to effectively leverage these tools to transform urban spaces and reshape citizens' travel behaviours.

To realize this overarching goal, the Strategy endeavours to create a network of informed and capable stakeholders who can serve as catalysts for change within their respective cities. This network, equipped with extensive knowledge and competences, will play a pivotal role in leading and sustaining the integration of tactical urbanism and digital campaigns. By disseminating these tools, the Strategy seeks to address the common challenge of high car ownership and traffic in urban areas, fostering a shift towards smarter and more sustainable forms of urban mobility. In doing so, it not only aims to enhance the liveability of urban environments but also contribute to mitigating issues such as congestion, air pollution, and elevated CO<sub>2</sub> emissions, ultimately promoting the well-being of both the urban landscape and its inhabitants.

**SPECIFIC OBJECTIVE 1) Enabling the public sector and related entities in cities to encourage changes in the travel behaviour of citizens and trigger shifts towards smart and sustainable urban mobility**

The first specific objective aims to empower the public sector and related actors within functional urban areas to actively influence changes in the travel behaviour of citizens and catalyse a transition towards smart and sustainable forms of urban mobility. This involves equipping governmental bodies, urban planners, and decision-makers with the knowledge and competences necessary to understand, advocate for, and implement tactical urbanism tools and digital urban campaigns effectively. The Strategy recognizes the crucial role of the public sector in shaping urban environments and seeks to create a collaborative ecosystem where these entities become champions for sustainable mobility initiatives. By providing targeted training and resources, the objective seeks to bridge the awareness gap among decision-makers, fostering a proactive approach in steering cities towards innovative and eco-friendly mobility solutions. Furthermore, the objective emphasizes the importance of effective digital communication in this collaborative process. Stakeholders have to be equipped with the necessary knowledge and skills to leverage digital tools for communication, ensuring that the message about sustainable urban mobility is disseminated efficiently and reaches a wide audience. This includes not only the implementation of digital campaigns but also the establishment of communication channels that facilitate ongoing collaboration among stakeholders.



Ultimately, the aim is to establish a cohesive and informed public sector capable of initiating and sustaining transformative changes in urban travel patterns.

**SPECIFIC OBJECTIVE 2) Creating engaged, committed and capable local communities who are able and willing to actively participate in tactical urban development processes**

Recognizing the power of community engagement, the Strategy aims to instil a sense of ownership and responsibility among citizens for the development and transformation of their urban spaces. This involves not only disseminating knowledge about tactical urbanism but also fostering a community ethos that values and actively contributes to sustainable urban development. The Strategy seeks to empower local communities by providing them with the skills and competences needed to play an active role in the planning and execution of pop-up interventions. By nurturing a sense of pride and involvement in community members, the objective aspires to create a grassroots movement that champions smart urban mobility solutions and collective placemaking. This, in turn, contributes to a bottom-up approach that complements top-down efforts, ensuring a holistic and inclusive transformation of urban spaces driven by the collective commitment of local communities.

**SPECIFIC OBJECTIVE 3) Close cooperation and networking between stakeholders relevant to the preparation and implementation of pop-up interventions and effective digital communication**

Because of the interconnected nature of urban development collaboration between diverse stakeholders (including local authorities, community organizations, businesses, and technology experts) is a precondition. The objective seeks to establish a collaborative ecosystem where the exchange of ideas, expertise, and resources is facilitated, ensuring a synergistic approach to tactical urbanism and digital campaigning. In practical terms, this specific objective involves creating platforms for dialogue and cooperation, where stakeholders can share insights, best practices, and challenges related to pop-up interventions and digital urban communication methods. It is also important to identify and bridge any existing gaps or barriers to collaboration, fostering an environment conducive to collective problem-solving and innovation. By achieving this specific objective, the Strategy aims to create a network of stakeholders that is not only well-informed but also capable of working together seamlessly. This collaborative approach ensures that pop-up interventions are well-coordinated, impactful, and resonate with the broader community. Additionally, effective digital communication contributes to raising awareness and garnering public support, amplifying the overall impact of sustainable urban mobility initiatives across the Central European region.

Figure 13 Objectives of the Capacity Building Strategy



Source: own editing



## 4.2. Target Groups and their specific needs

Within the framework of the PopUpUrban Spaces project, four main target groups were identified that will be addressed within the capacity building activities:

- The PopUp Mobility Ambassadors,
- Local authorities,
- Citizens and civils society,
- Politicians and decision-makers.

These target groups, especially the first two, will participate in the capacity building process both as trainees, but also as trainers, knowledge facilitators and multipliers. Both, the group of trainees or “learners” as well as the group of trainers or knowledge mediators, will expand during the project. Table 1 provides an overview of the main functions, specific needs and requirements, as well as suggested approaches for capacity building of the different target groups. A detailed description of the target groups and the relevant aspects to be considered for their capacity building can be found in the text below.

*Table 1: The main identified target groups in the PopUpUrbanSpaces project with their functions, specific needs and suggested approaches for capacity building. (Source: own editing)*

Target group	Main functions in the capacity building process	Project activities that will be used to address this target group	Specific needs and requirements of the target group	Suggested methods and approaches for capacity building
<b>PopUp Mobility Ambassadors</b>	<ul style="list-style-type: none"> <li>▪ Act as local knowledge facilitators</li> <li>▪ Disseminate knowledge and advocate for sustainable urban mobility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interactive training sessions</li> <li>▪ Ongoing exchange in a cooperation network of PopUp Mobility Ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tailored training for diverse backgrounds and knowledge levels</li> <li>▪ Mechanisms for ongoing support and exchange (cooperation network)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interactive workshops</li> <li>▪ Blended learning with prework tasks</li> <li>▪ Case studies and practical application</li> <li>▪ Gamification and certification</li> </ul>
<b>Local authorities</b>	<ul style="list-style-type: none"> <li>▪ Implement sustainable urban mobility policies and practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local capacity-building workshops</li> <li>▪ Transnational demonstration actions and pilots</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus on practical, real-world applications</li> <li>▪ Hands-on learning experiences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Practice-oriented approach with good practice examples</li> <li>▪ Excursions and site visits</li> <li>▪ Informal settings like “Project cafés”</li> <li>▪ Gamification and workshops for practical application</li> </ul>
<b>Citizens and civils society</b>	<ul style="list-style-type: none"> <li>▪ Engage as end-users and contributors to urban mobility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-Creative implementation of local pilot projects and transnational demonstration actions</li> <li>▪ Participation in evaluation of pilot Projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-creative involvement in pilot and demonstration projects</li> <li>▪ Awareness-raising and skill enhancement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-creative implementation of demonstration and pilot projects</li> <li>▪ Evaluation of pilots for awareness and information dissemination</li> </ul>
<b>Politicians and decision-makers</b>	<ul style="list-style-type: none"> <li>▪ Influence policy and support sustainable and smart mobility initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local stakeholder workshops</li> <li>▪ Demonstration actions and pilot projects</li> <li>▪ Project final conference</li> </ul>	<ul style="list-style-type: none"> <li>▪ Understanding and commitment to sustainable urban mobility benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication of benefits and positive outcomes</li> <li>▪ Active involvement in project activities and events</li> </ul>

*Source: own editing*



### PopUp Mobility Ambassadors

The PopUp Mobility Ambassadors will be the first target group to be addressed. The training and capacity-building activities for the ambassadors are a crucial component of the PopUpUrbanSpaces project. Interactive training sessions will be designed and conducted by the project's knowledge providers, as further explained in Chapter 4.3.1 "Capacity building activities of the PopUpUrbanSpaces project". The overarching goal of these activities is to establish a collaborative network of trained and empowered local mobility ambassadors who can assist municipalities, local administrations, and citizens in formulating and implementing ambitious community initiatives and local policies that contribute to the promotion of sustainable urban mobility.

The ambassadors will constitute an incredibly diverse group of individuals with varying professional backgrounds, levels of prior knowledge, and affiliations with local administrative, governmental, or civil society structures. The objective of the provided training course extends beyond aligning and elevating the participants' diverse levels of knowledge. It also aims to empower them to disseminate knowledge and skills within their local communities and advocate for the addressed themes among relevant local stakeholders. Encouraging communication and collaboration among the ambassadors from the outset and creating mechanisms for ongoing exchange and mutual support in the subsequent phases will be integral to the capacity-building process.

To achieve these goals, several suggested learning and training formats, along with thoughts and ideas regarding didactic approaches, for the training sessions have been proposed:

- Training activities should be interactive, incorporating workshop formats,
- Facilitating participant exchange through activities such as "ice-breaking" sessions, pitching presentations, designated timeslots, and informal networking,
- Collecting participant expectations and prior knowledge level at the outset or in advance to tailor training content,
- Motivating participants to engage before the training activities, possibly through an "onboarding" online meeting,
- Employing a blended learning approach with "prework tasks" to address varying participant knowledge levels,
- Using "prework tasks" to encourage participants to familiarize themselves with fundamental information (e.g. from the Baseline Study),
- Incorporating best practice examples,
- Training the practical application of acquired knowledge and competencies through case studies, group work, workshops, or supervised project work,
- Motivating participants through a gamification approach or a "competition",
- Assessing knowledge and competencies through testing or examinations, rewarding successful completion with an "Ambassadors' Certificate",
- Establishing avenues for continued participant exchange after the initial training event, such as using low-threshold digital tools like a WhatsApp group,
- Providing systematic FAQs to support participants after the initial training.



## Public local authorities

The local public authorities and public administration of the territorial city partners represent the second significant target group to be engaged in capacity-building activities within the framework of the PopUpUrbanSpaces project. These individuals and entities play a crucial role in the project's success, and their involvement is essential in advancing the goals of sustainable urban mobility. Alongside the project's knowledge providers, the PopUp Mobility Ambassadors will play an important role here to act as "trainers" and knowledge mediators.

For this target group, a more practice-oriented approach is recommended, emphasizing practical, real-world applications, and hands-on learning experiences. The capacity-building efforts will occur through the combination of local capacity-building workshops and transnational demonstration actions and pilots.

The following capacity-building or training formats tailored to this audience were suggested:

- **Practice-Oriented Approach:** The emphasis should be on practical knowledge transfer, showcasing good practice examples and sharing pilot reports relevant to the field of urban mobility.
- **Excursions and Site Visits:** Organizing excursions, site visits, and "learning journeys" can provide valuable insights and practical knowledge by allowing participants to witness successful mobility projects in action.
- **Informal Settings:** It should be considered to create a relaxed and informal setting for capacity-building activities. "Project cafés", inspired by successful implementations in the partner city Varaždin, could be adopted. In these cafés or similar informal settings, stakeholders can come together to discuss project-related issues and engage in capacity-building activities in a more relaxed and collaborative atmosphere.
- **Gamification:** Gamification approaches, such as quizzes and interactive games, can be effective in engaging this target group and making the learning experience more enjoyable and memorable.
- **Case Studies and Workshops:** Similar to the approach for the ambassadors, practical application of knowledge and competences should be a focal point. Use case studies and workshops to allow participants to apply what they've learned in a workshop setting, fostering hands-on experience.

Engaging local public authorities and public administration in capacity-building activities is pivotal for the PopUpUrbanSpaces project's success. By tailoring the approach to be practice-oriented, emphasizing real-world examples, and creating a comfortable and interactive learning environment, it can ensure that these stakeholders are well-equipped to contribute to the shift towards sustainable urban mobility in their respective cities and territories.

## Civil society & others

The third essential target group within the PopUpUrbanSpaces project encompasses civil society members and other stakeholders, particularly the "users" and thus also "contributors" to urban spaces and mobility opportunities. Engaging these groups plays a vital role in shaping the success of the transformation process, as they represent the end-users and are thus directly affected by changes in urban mobility. To effectively engage and empower this diverse audience, a co-creative approach within the framework of the transnational demonstration actions and local pilot projects is recommended. Involving users and civil society in the co-creative implementation of pilot and demonstration activities not only serves as an opportunity for awareness raising but also facilitates the transfer of knowledge and enhancement of skills among participants.

Furthermore, the evaluation of pilot projects can serve as a valuable tool for raising awareness and disseminating information regarding the project's goals and outcomes. It provides an opportunity to engage users and civil society stakeholders in the assessment and refinement of urban mobility initiatives, ensuring that their perspectives and needs are considered in the decision-making process.





Recognizing that different target groups require tailored approaches, it is crucial to address users and civil society through various channels and communication methods specifically designed to meet their unique information needs.

#### Politicians and decision-makers

Politicians and decision makers constitute the fourth crucial target group within the PopUpUrbanSpaces project. Recognizing the significance of this group in influencing policy and driving change, it is imperative to engage them effectively in the capacity building process, even though it may present certain challenges. To bridge this gap and foster their understanding and commitment, a multifaceted approach is suggested.

The knowledge facilitators for this group include ambassadors, project's knowledge partners, public authorities, and civil society, emphasizing a collaborative effort. Engagement with politicians and decision makers will occur within the framework of local stakeholder workshops, transnational demonstration actions and pilot projects, and also the final conference of the PopUpUrbanSpaces project.

To inform and raise the awareness of this target group, it has been discussed that presenting relevant information should focus on "communicating" the benefits of sustainable urban mobility solutions. By highlighting the advantages and positive outcomes, decision makers may be more inclined to support and champion these initiatives.

Additionally, it is recommended to actively involve politicians and decision makers in project activities. They can be invited to opening events of the demonstration actions and pilot projects, where their presence can be motivated by giving them opportunities to deliver opening speeches. Such participation not only underscores their commitment to the cause but also provides firsthand exposure to the practical implementation of urban mobility solutions.

### 4.3. Proposed Interventions

#### 4.3.1. Capacity building activities of the PopUpUrbanSpaces project

##### PopUp Mobility Ambassador Training

One of the key steps of the PopUpUrbanSpaces project is the capacity building of at least one professional from each territorial partner (TP) and their Associated Partners (ASP) in order to transfer knowledge and develop competencies in tactical urbanism, tactical transit and placemaking as well as in digital campaigning in the framework of **interactive capacity building sessions**.

The training aims to bring together a multidisciplinary group to foster collaboration and diverse perspectives, recognizing that sustainable urban mobility involves a collective effort from various stakeholders. The interactive and co-creative nature of the session encourages participants to share their experiences, learn from each other, and contribute to the creation of impactful community actions.



The potential **participants** can be selected from the following groups:

- Local government officials (e.g. urban designers, and officials involved in mobility and public space development, employees responsible for policy formulation and implementation),
- Urban design and planning professionals (e.g. urban planners, landscape architects, urban developers,
- Educators and researchers (academic professionals involved in urban studies, transportation, and sustainability)
- Representatives of related NGOs, community leaders and activists,
- Business representatives (e.g. representatives from businesses invested in urban mobility, technology, or infrastructure, entrepreneurs looking to contribute to sustainable urban solutions),
- Local communication specialists who are committed to using digital communication tools.

Figure 14: Key topics of the interactive capacity building sessions



Source: own editing

The structure of the capacity building sessions builds on the thematic issues of the project and the Strategy (as illustrated above) - using the subsequent possible interactive tools:

- **Icebreaking and networking sessions** to encourage participant interaction,
- **Brainstorming** that allows participants to contribute ideas, comments, and suggestions,
- **Design thinking workshop** as a solution-based approach to tackle complex challenges with hands-on results (built on the phases of empathy, ideation, prototyping, and testing),
- **World Café session** for small-group discussions to promote open dialogue and idea sharing with rotation of the participants,
- **Walkshop** combining the idea of workshops and walking tours with clear thematic focus and learning goals,
- **Role-playing and simulations** based on different real-world scenarios related to sustainable urban mobility challenges for role-playing exercises to gain a realistic and immersive experience,
- **Storytelling** to share personal experiences and best practices of the territorial partners - as a tool to convey lessons learned and insights gained,
- **Visualization methods** such as storyboarding or using LEGO® bricks facilitate creative thinking and problem-solving as participants can build models or draw sequential sketches to illustrate a pop-up process in a playful and innovative way,
- **Online collaboration platforms** for co-creating documents and plans before, during and after the training course.

The knowledge providers of the project (KP) have thorough knowledge and extensive experiences regarding the topics of the training course so they will on the one hand prepare the detailed training script and



scenario, slide deck and description of the interactive exercises, and, on the other hand, conduct the training course - based on a preliminary division of tasks and themes. The jointly developed training materials can be replicated and adapted by other cities from all over Europe. The training course ends with an exam for receiving the title “PopUp Mobility Ambassadors”.

### Building up a Network of PopUp Mobility Ambassadors, ambassador buddy system

The PopUp Mobility Ambassador Network represents a strategic approach to promoting sustainable urban mobility by cultivating a network of passionate and knowledgeable individuals dedicated to driving change at the local level. Based on the interactive capacity building sessions, the certified participants create a cooperation network of trained and empowered local mobility ambassadors by signing a cooperation agreement. They can support municipalities, local administrations, and citizens in designing and implementing ambitious community actions and local policies contributing to the shift towards sustainable urban mobility. This cooperation network is key for after project activity (continuation of the cooperation), so the partnership provides the opportunity and platform for regular meetings and contacts - it ensures the sustainability and transferability of the project results.

Ambassadors can form a so-called buddy system both at transnational and at local level, which is a mentoring and knowledge sharing method. Ambassadors themselves can support each other in different topics: since they have different professional backgrounds and experiences, they can ask for each other's support in answering certain theoretical or practical questions. The mutual assistance and the personalized learning environment allow them to learn from experienced peers and accelerate their knowledge and skills development. But the ambassadors' role is at least as great in mobilizing the local community and in passing on the knowledge acquired in the training course.

Figure 15: Process of setting-up and maintenance of PopUp Mobility Ambassador Network



Source: own editing

The PopUp Mobility Ambassador Network has the potential to significantly impact sustainable urban mobility initiatives by

- empowering local communities to take ownership of tactical urbanism solutions,
- scaling up the impact of pop-up interventions through collaboration and knowledge sharing,
- fostering a culture of sustainable mobility advocacy and action.

### Transnational and local urban-rural network workshops

The delivery of Transnational Demonstration Actions (TDAs) is a core element of the project approach. Territorial Partners use the knowledge, acquired competencies, as well as good practices learnt to develop



and then implement TDAs. To implement TDAs, they need to create a suitable and tailored action plans for demonstration actions. That's why the aim of the transnational planning workshops is prepare Territorial Partners to create their own action plans.

During 1-day transnational planning workshops, facilitated by the IRMiR in cooperation with Knowledge Providers, cities in the same group (G1, G2, G3) will work together to design a joint action plan for the demonstrations. Three Knowledge Providers are assigned each group: Institute for Spatial Policies (IPoP) coordinates group G1, University for Continuing Education Krems (UWK) coordinates group G2, and First Hungarian Responsible Innovation Association (EMFIE) coordinates group G3.

Territorial Partners are divided into three groups/interventions (based on a functional link to the city and preferences):

- G1: Tactical urbanism methods to test sustainable urban mobility solutions in public space (e.g., temporary street closures, parklets, etc.) - involved Territorial Partners: Municipality of Kamnik, Municipality of Ferrara, Municipality of Krems, City of Bamberg;
- G2: Tactical transit methods to improve user experience on public transport - involved Territorial Partners: The City of Rzeszow, Municipality of Nyíregyháza, The City Of Varaždin;
- G3: Digital campaigning for raising awareness - all Territorial Partners.

During the workshops each group creates a vision and action plan, so as a result three actions plans, referring to G1, G2 and G3 topics, will be prepared. A methodical introduction will be provided, outlining the set goals and the initial overall action plan. This will serve as the basis for designing individual action plans for each demonstration, tailored to the nature of the implementation and the specific conditions of each city.

At the beginning of the workshops, the coordinating partner for WP2 - IRMiR - will give an introductory presentation on the topics of Tactical Urbanism, Tactical Transit, Digital Campaigning and the process of creating action plans. The second part of the workshops will be conducted using the World Café method. Territorial Partners will be divided into G1 and G2 groups, coordinated by the assigned Knowledge Providers. Each group will be tasked with initially developing several elements of an action plan for their respective demonstrations, which will be refined (at a later stage) for specific implementations.

In the third part of the workshops, the G3 group will develop a strategy for digital awareness-raising campaigns and other communication and networking methods. The groups will also work on methods of collaboration and knowledge sharing between cities running pilots.

The knowledge gained during the workshops will be used by the Territorial Partners to develop action plans for pilot initiatives within the TDAs. The implementations will then be evaluated and the findings from the pilot programmes will be used to develop policy proposals for other cities and to disseminate the tools developed.

#### Pilot interventions: demonstrations and evaluation

The PopUpUrbanSpaces approach, rooted in the "Show and Tell" concept, places tactical urbanism interventions at the core of its mission. This approach enables cities to implement innovative methods based on tactical urbanism and placemaking practices. The primary objective is to SHOW citizens and decision-makers, through pop-up interventions, the potential transformation of streets and public spaces without the car-dominance.

Territorial partners play a crucial role in the project by executing transnational demonstrations. These demonstrations will focus either on (1) tactical urbanism, (2) tactical transit, and (3) digital campaigning approaches. City partners will utilize action plans developed in A2.1, with each group (mentioned above) receiving support and technical assistance from a dedicated KP partner. The pilot cities within the same group will document their processes using a standardized methodology pre-, during, and after the delivery.



When implementing a tactical urbanism intervention, understanding its benefits is crucial. Therefore, an important aspect of demonstrations is measuring their effects. Partners can find some potential measurement methods in the method-kit “Evaluating Public Spaces through Diverse Parameters”. Different data can be measured - from numerical (footfall, spatial split of the street, modal split of the street, car speeds and parking beat analysis) to narrative (experience and vitality of the space, mapping of the local actors etc.). Local authorities might as well outsource this knowledge and collaborate with external companies to execute those methods.

Additionally, in recent years, we can observe that tactical urbanism makes sense even at the level of smaller towns, planting the hope that this practice will also spread to the eastern parts of Europe, where the post-transitional fascination with cars is greater than in the West.

### Conference/dissemination

As part of the dissemination activities, a final conference will be organised at the end of the project. Its aim will be to disseminate the knowledge and best practices developed during the project. The conference will present project results, developed tools and policy proposals. The audience will include representatives of national local governments and international networks focusing on sustainable urban solutions, as well as other stakeholders from cities, academia, NGOs and local governments interested in tactical urbanism activities.

To convince decision-makers and professionals responsible for developing solutions, clear communication of proposed actions is essential. It is also important to promote these actions as part of inclusive activities that integrate them into mainstream policy by presenting them at international conferences. To achieve this, project partners should present the project results at conferences. The dissemination of project results at EU level will also be ensured by involving partners in various networks and by inviting experts to events related to the project.

Project results should be disseminated through various channels to reach other cities, associations and stakeholder networks. Building a collaborative network significantly increases the efficiency of disseminating and promoting knowledge and policies. It is crucial to prepare promotional materials and disseminate knowledge by sharing and promoting it through digital channels and campaigns.

As part of the dissemination of knowledge, each Territorial Partner should disseminate what has been achieved through its own channels. This could be done by organising seminars (“demo day” or “open day”) to which ambassadors, experts, city decision-makers and other urban stakeholders are invited. Promotion through social media, newsletters or ambassadors is important, as is the involvement of local media. Initiatives with residents to showcase progress and results can also be organised as part of the sharing of knowledge and experience.

Due to the lack of knowledge about activities based on the assumptions of Tactical Urbanism and Tactical Transit, it is also important to consider online broadcasts of the conference and then of smaller events already organised by partners in their cities, in order to reach an even wider audience.

### Capacity building using digital tools

Armed with a solid foundation in tactical urbanism and placemaking, the stakeholders will then leverage a suite of digital communication tools to amplify their impact. Enabling local actors for successful utilization of digital urban campaign methods requires a multifaceted approach encompassing education, support, and fostering a conducive environment. During the capacity building process, the following aspects should be focused on:

- Digital marketing: understanding the fundamentals of digital marketing, including social media marketing, search engine optimization (SEO), email marketing, and content marketing.



- Audience segmentation: knowledge of how to identify and segment target audiences effectively to tailor campaign messages and strategies.
- Tactical urbanism and placemaking: familiarity with the principles and concepts of tactical urbanism and placemaking to communicate these effectively to the audience.
- Digital platforms: understanding of various digital platforms, including social media channels (Facebook, X, Instagram, LinkedIn), websites, and potentially emerging platforms relevant to the project's goals.
- Data analytics: basic knowledge of data analytics tools to track and analyze campaign performance metrics.
- Content creation: ability to create engaging and visually appealing digital content, including graphics, videos, and written materials.
- Social media management: proficiency in managing social media accounts, creating posts, and utilizing social media management tools.
- Community engagement: skills in fostering community engagement through online platforms, including responding to comments, facilitating discussions, and building a sense of community.
- Communication: strong written and verbal communication skills to convey messages clearly and persuasively.
- Strategic thinking: The capacity to develop a strategic digital campaigning plan aligned with the goals and objectives of the PopUpUrbanSpaces project.
- Adaptability: capacity to adapt to changing circumstances, emerging trends in digital marketing, and evolving audience preferences.
- Project management: capacity to manage and coordinate digital campaigning activities within the broader framework of the project.
- Digital literacy: competence in using digital tools, platforms, and software relevant to digital campaigning.
- Analytical competence: competence in interpreting data analytics and deriving actionable insights for optimizing campaign strategies.
- Creativity: competence in generating creative ideas for digital content and campaigns that resonate with the target audience.
- Collaboration: competence in collaborating with project partners, stakeholders, and potentially external agencies for effective campaign execution.
- Evaluation and adjustment: competence in evaluating the effectiveness of digital campaigns and making data-driven adjustments for continuous improvement.

### 4.3.2. Recommendations to local authorities

#### From the problem to the solution

It has become evident that long-term planning centred around automobiles is neither effective nor, in the light of climate change, sustainable. Cities need new approaches, especially in Southeastern Europe, where the adaptation to cars and car usage still implies progress.

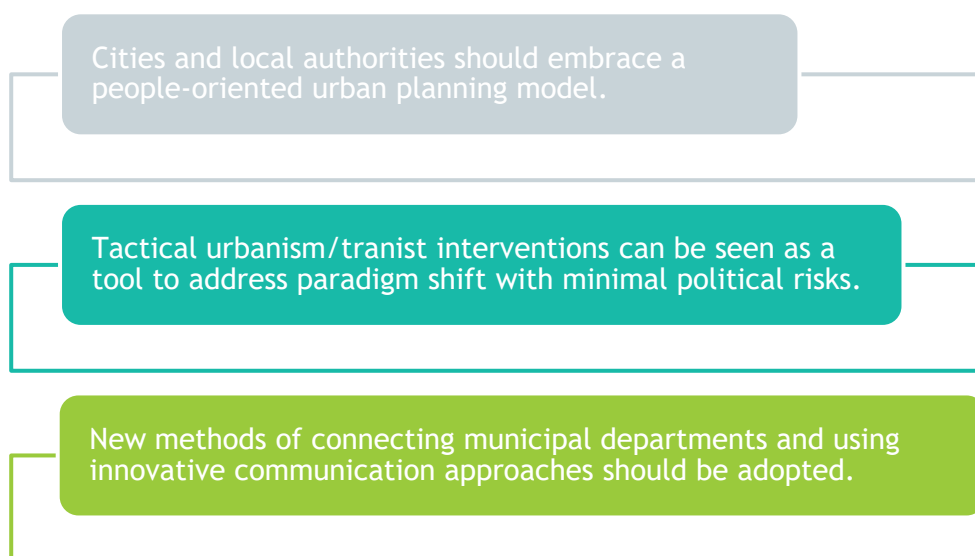


In this context, cities, along with their local authorities, play a crucial role in shifting the paradigm from car-oriented to people-oriented urban planning. Such a transition is undoubtedly challenging, as it poses political risks, but it is essential. Despite the difficulties, embracing a people-oriented urban planning model is not just advisable; it is pivotal for the well-being of the communities and the longevity of urban development in the face of evolving environmental challenges.

In the context of the PopUpUrbanSpaces project, tactical urbanism/transit can be seen as a tool to address the previously described problem with minimal political risks. Approaching such significant changes must be done slowly and tactically. This strategy involves adopting new methods of connecting municipal departments, engaging local and city-level stakeholders, and employing innovative communication approaches.

This approach aims to improve people's understanding of what cities intend to achieve with these changes, how they plan to achieve them, and the reasons behind such initiatives – highlighting the impacts on both their local community and the global world.

Figure 16: Key messages for local authorities



Source: own editing

### Importance of communication and knowledge-transfer

In recent years, examples of tactical urbanism from major global cities have transitioned from expert circles to the mainstream. Notable cases include Times Square in New York, Milan's *Piazas Apertas*, Dutch streets for living *Woonerfs*, and Barcelona's *Superblocks*. Media coverage has increased, raising awareness that the gradual removal of cars and vehicles from city centers makes sense for both residents and tourists.

While these examples provide a solid foundation, facilitating the spread of such practices requires direct exchange among comparably sized cities in Central Europe - especially among the main actors and authorities, a possibility offered within the PopUpUrbanSpaces project. Territorial partners of the partnership network will have the chance to implement the principles of these tactics through pilot projects and gradually include them in the broader context of urban development.

Additionally, effective external communication of these pilot projects is crucial to extend beyond the partner cities and the professional community, utilizing both traditional and new media channels. Also, the working process itself should be well documented and communicated, as planned within *Work Package 3 - Solutions & Policy Recommendations*. The *Toolkit for the implementation of tactical urbanism/transit* will





outline a process, serving as a guide for similarly sized cities in the region to progressively implement tactical urbanism, transit, and placemaking projects.

#### The local lens: considering the local context

As mentioned above, a direct transfer of tactical urbanism projects from larger cities is only partially sensible. Examples from Berlin, Barcelona, or Amsterdam might serve as starting points, but it is crucial to adapt such projects to the local context of the Central European cities. By this, we mean careful consideration and adjustment of the process, both in terms of interventions and communication, participation, as well as political approach.

This is precisely why the PopUpUrbanSpaces project is significant for the ongoing development of tactical urbanism/transit in the region. Learnings from this project and its cases will provide a foundation for the transfer of the practices in other cities and, hopefully, gradually dismiss myths surrounding participatory projects within municipalities.

Local authorities must smartly integrate both the tactical and strategic aspects - for example, incorporating tactical approaches to urban planning into the city's strategic documents (e.g. Sustainable Urban Mobility Plans - SUMP) and in the long-term spatial plans. In planning new strategies, we indeed need new tactics.

#### Crash course on participation

Participation has become an integral part of contemporary public renovation and revitalization projects. In this light, local authorities and administrations are encouraged to view tactical urbanism projects as one of the options for fostering community participation.

Tactical projects that involve many different actors and stakeholders offer an opportunity to not only integrate participatory methodologies into practice but also to serve as catalysts for cultivating a culture of participation. As participation continues to be a cornerstone in effective governance and city development, local authorities can understand tactical urbanism projects as dynamic platforms for refining and expanding their understanding of community involvement. This approach not only aligns with contemporary best practices in urban planning but also demonstrates a commitment to transparent, inclusive, and citizen-centric decision-making processes.

Often, participation is synonymous with dull meetings in municipal halls. Tactical urbanism, as well as other interventions in public spaces, serve as a testing ground for experimenting with new methods of participation. Through a presence in the public space, different communities may be reached— elderly, children, young parents, minorities, and other unexpected stakeholders. Tactical urbanism projects provide an opportunity to test participatory tools in practice, especially on smaller projects in small to medium-sized cities. People quickly witness tangible results and build connections and trust that can be further used in subsequent projects.



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## ANNEXES

1. Evaluating Public Spaces through Diverse Parameters (including assessment sheet)
2. Training Script for PopUpUrbanSpaces Ambassadors and city partners
3. What is an Action Plan?



# ANNEX 1

## TACTICAL URBANISM

### Evaluating Public Spaces through Diverse Parameters

The methods can be used as base for comparison of the street/public space before and after the tactical urbanism intervention.

Please note that this is a draft – the method kit will be expanded and refined.

We would suggest that all TCPs measure five parameters that are most relevant and not too difficult to implement (in the document marked with an **orange star**, see below). In that way we could compare the results on the TCP level – before and after the intervention - and among TCPs, transnationally.

Other methods are not obligatory but nice-to-have for the cities and for further investigations of the public space (in the document marked with a **green star**, see below). TCPs may choose among according to their needs.

 Recommended measurements

 Optional measurements



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## NUMERICAL DATA

### MEASURE

## Footfall



### TAG

Footfall / Pedestrian activity

### DESCRIPTION

Footfall indicates the number of people visiting/crossing selected area in the public space/retail area during a particular period.

### PURPOSE

- Measure the number of pedestrians on the street.
- Supply local economy with the data about the peak footfall time of the street.
- Adjust activities (tactical urbanism measures) to pedestrian data.

### METHOD

★★★

Easy. Count pedestrians passing a certain spot, line of the street. Counting should be done at chosen times in a manner that can be done periodically. E.g.: every second Friday of the month. Firstly, the counting should be done from very early morning (5 a.m. or 6 a.m.) to late evening, 11 p.m. or 12 p.m. Following counting times should be adjusted based on the findings of the first counting. If there was (almost) no footfall between 10 p.m. and midnight, then this period can be skipped.

### COSTS

It can be counted with analogue counter that costs a few euros. Only a table, at which counter writes data, is needed. Data can be written in a google sheet (mobile phone) or printed. It can be done with camera and appropriate software. Traffic planning companies have that. It delivers the result of complete modal split. Usually, modal split is measured one week. Approximate service costs: 1000-1500 €.

### EVALUATION PROJECTION

In the times of tactical urbanism action, intervention, the number of pedestrians should increase.

### USE:

Visually appealing images/infographics with information about the footfall increase should be produced.

### NOTE:

Weather has a very large impact on the footfall.



MEASURE

## Spatial split of the street



TAG

Spatial split

DESCRIPTION

Spatial split of the street refers to the division of a street into different areas that are designed to accommodate specific modes of transportation or activities. E.g., identifying space used by cars, bikes, pedestrians, public transit.

PURPOSE

To argue that majority of the space is given to cars, even if they present only XX % of users of the street.

METHOD

★★★

Easy. Can be simply measured on the spot or by checking the plans. A specific line that crosses the street should be selected. Then the amount of space for cars and pedestrians (and cyclists if appropriate) should be measured. The usual result would be 240 cm space for pedestrians, 680 cm for cars. You can then compare respective shares with modal split of the street and create images/infographics out of it.

COSTS

EVALUATION PROJECTION

If the street is transformed, the shares can be compared.

USE

Creating images/infographics with a message, that most of the space is for cars and smaller amount for pedestrians, other users of the space.

NOTE

You can use photos with a group of people, children squeezed on the narrow sidewalk and large SUV using a large amount of space with only a driver in it.







MEASURE

## Street modal split



TAG

Street modal split

DESCRIPTION

Street modal split measures how many cars/pedestrians and public transport pass the street.

PURPOSE

To predict the feedback - if the modal split is in favour of cars, it might be more difficult to implement a tactical action. If the street modal split is in favour of pedestrian, that the opposition is less likely.

METHOD

★★☆

Medium. The counting could be done by camera and digital counting. The result should be a pie chart that points out the share of cars, pedestrians, cyclists, public transport, and freight vehicles. Students can be hired, or the measuring process can be implemented with the local school/faculty of traffic planning.

COSTS

Digital counting cost about 1000-1500 euros in Slovenia.

EVALUATION PROJECTION

The modal split should change in favour of more pedestrians and less cars.

USE

The modal split should change in favour of more pedestrians and less cars.  
The ground the change in case of larger share of pedestrians the n cars.

NOTE

It is recommended to measure the neighbouring streets as well, because it might be expected that the reduction of cars on one street will cause the increase of the cars on the neighbouring streets.





MEASURE

## Empty store windows



TAG

Vacancy rate

DESCRIPTION

Empty store windows can be an indication of a lack of demand for retail space, a struggling economy, high rent costs, unpopulated public space, and many other reasons.

PURPOSE

To identify and compare the level of economic decay of the street.

METHOD

★☆☆

Easy. Count empty shop windows in the selected street and try to estimate the share of empty shops/shop windows. You can use a digital tool, that presents the vacant window/shops on a map. Photos could be added.

COSTS

A few motivated individuals are needed.

EVALUATION PROJECTION

Tactical urbanism actions could impact the number of vacant shops/windows. The amount could decrease.

MEASURE

Owners could be contacted, and additional actions could be implemented with an aim to stimulate/organise temporary use of empty shops/shop windows.

NOTE

Speed date event that matches potential creative users and interested owners for temporary use of vacant spaces are simple and efficient trick to reduce the vacancy rate.





#### MEASURE

## Parking beat Lite



#### TAG

Parking beat Lite

#### DESCRIPTION

Parking beat analysis is a method of analysing parking usage and occupancy patterns in a particular area or location.

#### PURPOSE

- To communicate where people can park when visiting the street.
- To adjust the parking regulations.

#### METHOD

★★★

Difficult. Count the occupancy rate on the selected parking places in the proximity. You can just map the amount of free parking spots every hour, or even note every parked car. If you do that every hour between 6 and 24h, you will get the information on:

- How difficult it is to find a free parking spot in each selected hour.
- Who parks where (if same car is there for 8 hours, it might be an employee, if a car is parked overnight, it is a resident...)
- Ground for adjusting the parking regulation.

#### COSTS

Depending. It is quite time consuming. Manpower is needed, usually 4 to 6 people for one day. Additional time is needed to interpret the data etc.

#### EVALUATION PROJECTION

The overall amount should decrease if appropriate restrictive parking measures are implemented.

#### USE

- Adjust the parking regulation.
- Make parking more available.
- Reduce the amount of unnecessary car trips in the area.

#### NOTE

The amount of parking places selected for the analysis reflects the price of the analysis.





MEASURE

## Car speeds



TAG

Speeding

DESCRIPTION

A digital speed measuring device that measures car speeds for a week. That points out the amount of speeding and when the speeding occurs.

PURPOSE

Ground for tactical measures - to decrease the amount of speeding.

METHOD

★★☆

Medium. Measuring with a digital speed measuring device. Mostly municipal administration has such a device at their disposal. Otherwise, they can rent it.

COSTS

In Slovenia it costs about 500 € to rent for a week.

EVALUATION PROJECTION

The average speed and amount of excessive speeding should both diminish after the action implementation.

USE

To argue tactical urbanism actions as a road safety activity.

NOTE

A monitor that shows the speed can be used for these.





MEASURE

## Economic impact



TAG

Economy

DESCRIPTION

Turnover/revenue of the local bars.

PURPOSE

To see if the intervention has a positive or negative economic impact on local economy.

METHOD

★★★

Difficult. From publicly available data the average turnover/revenue is measured for the local bars. Usually, it is the average of the last three Aprils, or yearly average. Then the number is compared to the turnover/revenue at the time of the tactical intervention.

COSTS

Depends on the availability and quality of publicly available data on taxes etc.

EVALUATION PROJECTION

Usually, the intervention positively affects local economy, but not always. Sometimes it even takes time, a year or two that the turnover/revenue is higher than before the intervention.

USE

The data on the economy can be useful for other, future intervention.

NOTE

Usually, municipal economic department can do this because they often do it in times of the larger renovation. They often compensate local bars, shops etc.





MEASURE

## Social modal split



TAG

Social split

DESCRIPTION

There are three crucial urban populations. Residents - live in the area; commuters - work in the area and commute daily; city users - consume local amenities. For revitalisation of urban areas an increase of city users is needed. Social modal split means we measure populations on a particular street, square, area...

PURPOSE

If it is done repeatedly, it points out the increase of the city users which is an aim of tactical urbanism, up to some point.

METHOD

★★☆

Medium. A short questionnaire is needed and a few individuals who do the research, which is asking people walking in the street in which of the noted populations they fit in best. Additionally, the basic demographic can be noted (gender and age group).

COSTS

A few motivated individuals are needed.

EVALUATION PROJECTION

An increase of city users.

USE

Parking policy can be adjusted, and activities implemented to increase the presence of the city users.

NOTE

It can as well point out potential turistification or gentrification of the area if the share of city users is significantly larger than the share of residents.







## NARRATIVE

### MEASURE

## Experience of the space



### TAG

Space perception

### DESCRIPTION

Experience of the space refers to the way people perceive and interact with a particular public space. It investigates various aspects such as the physical environment, social interactions, and activities that take place in that space. There are several parameters that can be measured with qualitative methods: measurement of place attachment, comfort of (pedestrian) infrastructure, (perceived) road safety, place safety (crime rate), attractiveness of public spaces, environment protection (hot spots), general atmosphere of the street/space.

### PURPOSE

It aims to explore experiences in real time and space in the chosen street/public space. It offers an insight in the subjective understanding of space in relation to the objective measurements. How does it feel to walk, drive through, hang around?

### METHOD

★☆☆

Easy. And depending on the method you choose. There are numerous methods – from very simple to more complex.

One of the approaches is asking simple questions at the chosen location: *What attracts you and what repels you on the street?* By interpreting and coding the answers to the open questions, we gain insights into how people perceive the space. Additionally, observations of behaviour, walk-interviews can be made, questionnaires hand out. Observations of behaviour can reveal how people interact with each other and the space and can help identify opportunities to encourage social connections and community engagement.

There are many methods that are visually attractive and very useful for post-intervention analysis.

### COSTS

A few motivated individuals are needed.

### EVALUATION PROJECTION

An increase in positive perception of the space after the intervention (safety, comfort, vitality, loudness, possibility of uses...).

### USE

→ Valuable tool for understanding how a public space functions, how it is perceived by users, and how it can be improved to better serve the needs of the community.

→ Implementing the answers and wishes in the street/public space development strategy.

→ Answers to the open questions may also be implemented visually (e.g., a poster with a question “Would you like a greener street?” - people can put up stickers with yes/no).

### NOTE

Keeping in mind that it's a qualitative method. A representative sample is needed.



MEASURE

## Vitality of the space



TAG

Cumulative dwell time, Functions of the space

DESCRIPTION

The aim is to figure out the basic character of the space: is it a meeting space, interaction space, transit space, connecting space, place to retreat, place to play? Cumulative dwell time indicates the number of minutes spent in the focus area and the. Additionally, identifying the functions of the space means measuring a variety of activities that people do at the space. It can be done separately or together with cumulative dwell time measurements.

PURPOSE

To get a feeling for the vitality of a public space by understanding its functions, evaluating its vibrancy, and liveliness. It helps identify the strengths and weaknesses of a space, as well as opportunities for improvement.

METHOD

★★★

Cumulative dwell time:

Difficult. The individuals use a detailed map of the public space/street (sketch in 1m x 1m grid) and record the pedestrians and their patterns of inhabiting the place. This should be done in different areas of the street/public space, at different times of the day and different days of the week (e.g., weekday/weekend). At the end calculate cumulative dwell time to see which areas/spots of the street are used the most and for how long/what purpose. Data is processed and imported in GIS. More technically advanced example [here](#).

★★☆

Functions of the space:

Simple. If measured through observations at chosen times of the day/week with reporting following. They might also be included in the cumulative dwell time measurements.

COSTS

Students can be outsourced and briefed accordingly, or the measuring process can be implemented with the local school/faculty.

EVALUATION PROJECTION

→ Strong changes in the spatial distribution of pedestrians in the study area. Cumulative dwell time of the area, transformed from a crossing, transit area to a rest and play area, might increase after the intervention.

→ Increase in diversity of uses of the space. Hopefully more space for resting, playing, spending time after the tactical intervention.

USE

→ Understanding purpose of the public space and potential uses.

→ To argue the positive social aspects of tactical urbanism and to highlight that tactical urbanism actions benefit the everyday life in the city.

NOTE

The results can be used as a base to decide about the location of the intervention. Do the intervention in the parts of the street/public space that are already being used by people more often to enhance its function. Or the opposite – focus on the parts of the street/public space that are being used less and lift it up through the intervention. Based on the results and the uses of the space, additional measures may be introduced: more seating options, safe sidewalk design, a space for play.



MEASURE

## Mapping of local actors



TAG

Local actors, community

DESCRIPTION

Mapping local actors involves identifying the individuals, organizations, and institutions that play a role in a community connected to the area of the street/public space. They can be a valuable knowledge provider, get involved with the intervention planning, help as the local promoter/communicator/multiplier.

PURPOSE

- To identify key local actors of the area.
- To see the informal ties and networks in the community around the area.

METHOD

★★☆

Medium.

Identify the relevant community in the area/neighbourhood. Gather information about the key individuals, shop owners, NGOs, organizations, and institutions that play a role. This can be done through interviews, surveys, online research, or by consulting with local experts. Think about opportunities for engagement of different actors: such as workshops, focus groups or community events.

COSTS

Can be implemented in the project.

EVALUATION PROJECTION

Increase in number of volunteers in the area – specifically connected to the care of public space, its infrastructure and the number of community events organised. More connected network of organisations, institutions, and other key individuals/business in the area. Good acceptance of the project, smaller political risk.

USE

To create a local action group that will be fully involved in the process of planning, executing, and evaluating the intervention. Having support of the local community should be one of the top priorities.

NOTE

Local actors can be used as multipliers for communicating the upcoming changes and participating in the tactical urbanism interventions.

Keep in mind there will be some mediation work considering different interests and priorities.





## EXTRAS

### MEASURE

## Drone before and after



### TAG

Drone

### DESCRIPTION

A street/public space is filmed with a drone before the intervention. The chosen timing of the video footage is a rush hour to point out the rush hour on car dominated street/public space.

After the intervention a similar drone footage is made in order to point out a difference.

Example: <https://www.youtube.com/watch?v=xqjlhNaAxag&t=51s>

### PURPOSE

To communicate the relevance of measures that give space to people instead of cars.

Promoting tactical urbanism.

### METHOD

★★☆

Medium.

### COSTS

Usually, such service costs about 500 € in Slovenia.

### EVALUATION PROJECTION

Graphic evaluation because of before and after approach.

### USE/MEASURE

Promotion. Better imageability.

### TRICKS/NOTE/OUTPUTS

If you do the before footage in cloudy or rainy weather, and after in sunny, the difference will be even more visible.





MEASURE

## Assessment of a place



TAG

Residents, assessing and sharing place-qualities and place relationships.

DESCRIPTION

Residents are invited to share and show their relationship to a selected place/street. The chosen timing is differentiated into an individual assessment of a personally selected spot on that place for about 15-20 minutes, and a sharing of examples for about 30 minutes.

PURPOSE

To enhance a shared understanding about meaning of place by residents, town administration and planners with the focus on how everyday life is lived within.  
Promoting to identify together everyday organisational needs.

METHOD

★★☆

Medium.

COSTS

Usually, embedded in public participation activities of the towns.

EVALUATION PROJECTION

Shared evaluations before and after approaches would be possible.

USE/MEASURE

Contributing to a better mutual understanding.

TRICKS/NOTE/OUTPUTS

As this assessment exercise also invites participants to draw, more emotional attachment can be investigated and also used to relate artistic interventions.





## Assessment Sheet:

Essential for the assessment of quality of shared space are within a first step the subjective perceptions, e.g. a sense of feeling at home and of individual well-being at public places. This well-being in numerous studies is associated with diverse embodiments, the sense of orientation as well as identification and continuity and naturalness of a place. The following exercise will help to evaluate these perceptions.

Patrol over the place and find your special place	Please describe where it is	
Is the place easy to reach?	For you      YES    NO <input type="radio"/> <input type="radio"/>	for children and old people YES <input type="radio"/> NO <input type="radio"/>
Sit down at "your" place, put your towel there and name it!		When do you/would you like to visit this place  YES    NO in your working break <input type="radio"/> <input type="radio"/> during shopping <input type="radio"/> <input type="radio"/> to meet people <input type="radio"/> <input type="radio"/> to be alone <input type="radio"/> <input type="radio"/> to work outside <input type="radio"/> <input type="radio"/> to celebrate <input type="radio"/> <input type="radio"/> for sports <input type="radio"/> <input type="radio"/>
Why did you choose this place?		What comes at first into your mind?
What are the most present smells?		Which are enjoyable?
What are the most present noises?  In the night?		Are there nature sounds?

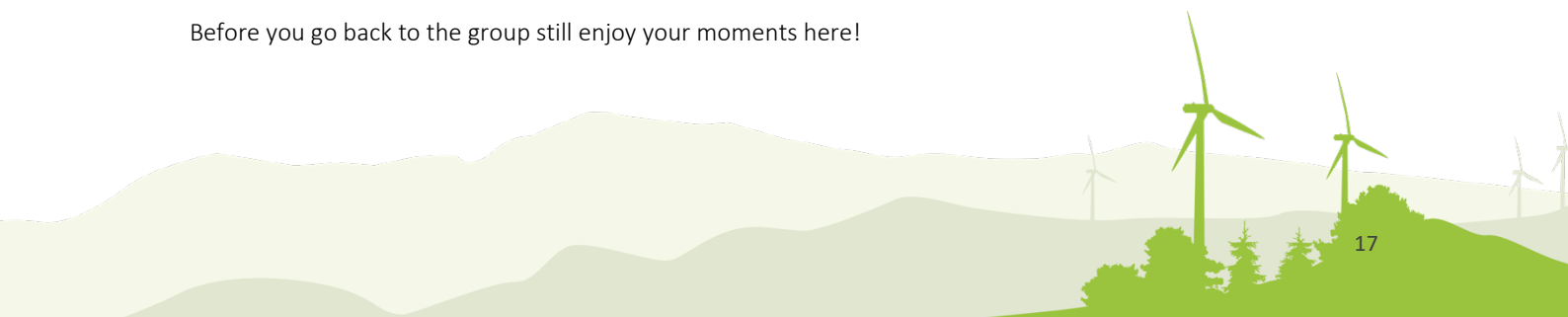




Which Vegetation and natural elements help to enjoy the place and experience the years cycle?		At which weather conditions can you stay here?
Which uses are generally held on this place? for example meeting friends in everyday life, meet new people, finding peace and nature, children's play, breaks, reading corners, evening beer, markets, festivals ...	Existing social qualities of the place	Existing ecosystem services of the place
What uses could also take place on that site?	Social enrichment- inviting structures, shelter, ...	Green enrichment, such as shade, good air cooling, water retention by plants, smell, snacking fruits, exercise, ...

Draw a sketch of the essential things for you in this place:

Before you go back to the group still enjoy your moments here!





MEASURE

## Ecosystem Services of the selected place



TAG

Identifying the potential multifunctionality of space by using a shared scoring tool of the capacities localized on site to secure selected ecosystem services, e. g. for local climate regulation and biodiversity

DESCRIPTION

The aim is to assess basic ecosystem functions of streets and places with residents, cross sectoral planners, and the town administration to safeguard related ecosystem services we need. This to identify optimization possibilities for healthy environments we can stay, walk, play and cycle around during heat waves and other extreme external events.

PURPOSE

To get familiar with scoring tools that regard observations of citizens, practitioners, and research results as valid for decision making processes and how that scoring can be integrated into adaptive management and monitoring activities.

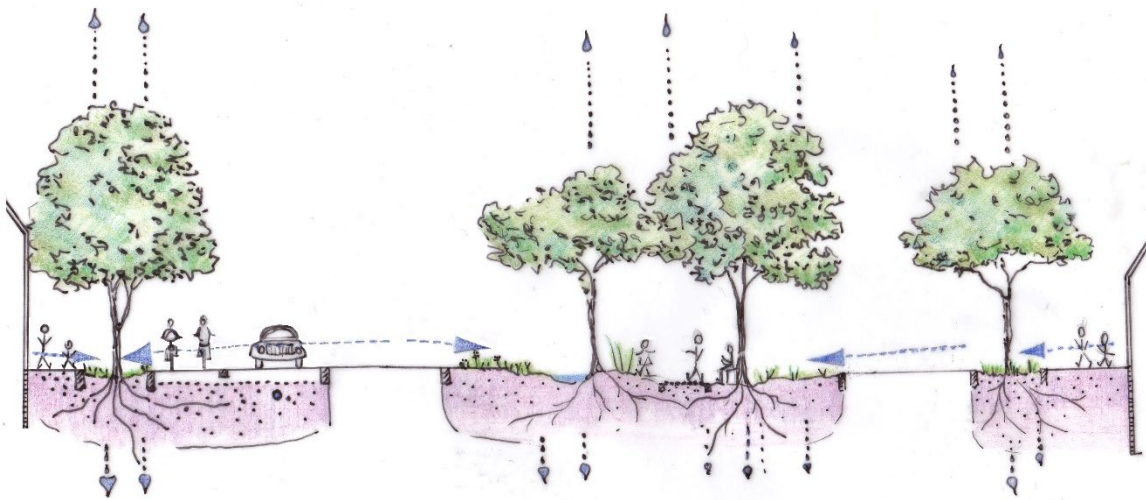
METHOD

★★★

Difficult. The individuals need to be introduced into the concepts of ecosystem services assessments and how holistic benefits can be identified and negotiated together.

★★★

Functions of the space can be communicated as multi-spatial, identifying options for climate regulation activities – e.g. natural rain-management and shading by healthy soil-plant-communities:



COSTS

Depending

EVALUATION PROJECTION

Enhancing understanding about natural processes and qualities of streets and places – also providing criteria for negotiation and decision making

USE

→ Understanding potential uses.

NOTE

The results can be used as a base to decide about the location of the intervention.





## Ecosystem Services

To agree to shared values about place humans need structures how to identify those values. For understanding and evaluating the effects of healthystreets and places different concepts can be used. One widely spread concept is to assess and score ecosystem services (Mapping urban ecosystems).

Urban ecosystems are socio-ecological systems where most people live. Just as other ecosystems, they are characterised by the interactions of humans and nature as well as by the ecological site conditions, biodiversity and natural processes (functioning, impacted or not functioning at all). The discussion about the loss of ecosystem services is broad as we loose vegetation, functioning soils, seal soils, dehydrate urban environments and already experience effects of our actions like heavy rain events, the loss of biodiversity and urban heat islands and –waves as well as climate change.

If we think about increasing essential ecosystem services we usually think of protected areas, conserving valuable ecosystems such as forests and wetlands, or maintaining rural landscapes. But also towns can help achieve biodiversity goals and climate regulating adaptations. This largely depends on the amount, the quality and management of urban blue-green infrastructure. Until now the potential of towns to help protect ecosystem services is likely underestimated. Following key questions help to start understanding:

- What is our present knowledge of natural processes and urban biodiversity?
- Why is blue-green infrastructure<sup>1</sup> important? What are the links between urban biodiversity, urban ecosystem services and well-being?
- Is high urban biodiversity important for citizens and other stakeholders? Who has access to blue-green infrastructure?

Ecosystem services can be identified by a group of inhabitants, experts, students, pupils, elderly people and children to score the capacities of selected services and develop maintaining concepts to enhance and safeguard their functions.

Many different classification systems are developed, one of them is Common International Classification of Ecosystem Services CICES. There 3 main categories are differentiated:

- ➔ Cultural Services
- ➔ Regulating and Maintenance Services
- ➔ Provisioning services.

---

<sup>1</sup> blue green infrastructure is like a matrix of soil, water and plants throughout places and urban landscapes enabling natural processes



Discuss and document your investigation of some indicators you can identify together on site.

Cultural Ecosystem Services					
Physical, emotional and intellectual interactions of humans with ecosystems and landscapes					
Class	Class type(urban ecosystem service)	Indicator (unit)	Relevant spatial extent		
			Regional	Metropolitan	Urban
Physical use of landscapes in different environmental settings	Nature-based everyday work	Using of resources			
		Using of the place			
	Nature-based recreation	Accessibility to public park, garden and play-ground			
		recreation opportunities provided by Urban Green Infrastructur			
		Nature based recreation opportunities (includes Natura 2000; (Zulian 2013)			
		Proximity of green infrastructure to green travel routes			
		Green related social service provided to population, (Secco,Zulian 2008)			
Emotional and intellectual use of landscapes in different environmental settings	Building of meaning and identity	Meeting places for cultural events			
		Places for meditation, recreation			
	Education and scientific interest	Accessibility of parks from schools and Universities			
	Heritage	Intrinsic values			



Regulating and Maintenance Ecosystem Services					
Filtration/ sequestration/storage/ accumulation by ecosystems	Regulation of air quality by urban trees and forests	Pollutants removed by vegetation (in leaves, stems and roots) (kg ha-1 year-1)			
		Population exposed to high concentrations of pollutants (% on surface area)			
Mediation of smell/noise/visual	Noise mitigated by urban vegetation	Leaf Area Index + distance to roads			
		Noise reduction rates within a defined road buffer (Derksen et al. 2015)			
Hydrological cycle and water flow maintenance	Water flow regulation and run off mitigation	Soil water storage capacity(mm)			
		Soil water infiltration capacity (cm)			
		Water retention capacity by vegetation and soil (ton km-2)			
		Intercepted rainfall (m3 year-1)			
		Surface runoff (mm)			
Flood protection	Flood protection by appropriate land coverage	Share of green areas in zones in danger of floods (%)			
		Population exposed to flood risk (% per unit area)			
		Areas exposed to flooding			
Pollination and seed dispersal	Insect pollination	Capacity of ecosystems to sustain insect pollinators activity (Zulian et al. 2013)			
		Relative abundance (number over area or over a length)			



Global climate regulation by reduction of greenhouse gas concentrations	Climate regulation by reduction of CO2	Carbon storage in soil (ton C ha-1)			
		Carbon sequestration (ton ha-1 year-1)			
	Climate regulation by producing cooling H2O steam	Biomass and leaf area index of plant species			
Regulation of physical, chemical, biological conditions	Lifecycle maintenance, habitat and gene pool protection	Pollination (or 'gamete' dispersal in a marine context)			
		Seed dispersal			
		Maintaining nursery populations and habitats (Including gene pool protection)			
	Pest and disease control	Pest control (including invasive species)			
		Disease control			
	Regulation of soil quality	Weathering processes and their effect on soil quality			
		Decomposition and fixing processes + their effect on soil quality			





Provisioning Ecosystem Services					
Biomass	Cultivated terrestrial plants for nutrition, materials or energy	Cultivated terrestrial plants (including fungi, algae) grown for nutritional purposes			
		Fibres and other materials from cultivated plants, fungi, algae and bacteria for direct use or processing			
		Cultivated plants (including fungi, algae) grown as a source of energy			
	Cultivated aquatic plants for nutrition, materials or energy	Cultivated plants grown for nutritional purposes by in- situ aquaculture			
		Cultivated plants grown as a source of energy by in-situ aquaculture			
	Water	Surface water used for nutrition, materials or energy	Surface water for drinking		
Surface water used as a material (nondrinking purposes)					
Freshwater surface water used as an energy source					
Ground water for used for nutrition, materials or energy		Ground water for drinking			
		Ground water used as a material (nondrinking purposes)			
		Ground water used as an energy source			



	Start	Duration	End	Topic	Description	Remarks/Necessary tools	Speaker/Moderator
<b>ANNEX 2 - Day 1</b>							
<b>INTRODUCTION</b>	10:30	0:30	11:00	Objectives and methodology of the training	Short definition of the topics (tactical urbanism, tactical transit, placemaking + digital communication) Agenda of the training		Béla Kézy Municipality of Nyíregyháza
Coffee break	11:00	0:15	11:15				
<b>SESSION 1</b> <b>Theoretical foundation: deep dive in urban mobility, public spaces, tactical urbanism and tactical transit</b>	11:15	0:35	11:50	Keynote speech on innovations in sustainable urban mobility and public space	Focusing on the concepts of - accessibility shift - 15-minute city - pedestrian priority - city-wide network of calmed-down places  Introducing some useful interventions (e.g. Tempo 30, Superblocks)	Based on the Walk'n'Roll Cities Guidebook Including some minor interactivity elements (e.g. using Mentimeter)	Béla Kézy Municipality of Nyíregyháza
	11:50	0:35	12:25	Tactical urbanism: definition, approach and process		Including some minor interactivity elements (e.g. using Mentimeter)	IPoP
	12:25	0:35	13:00	Tactical transit: methods and good practices		Including some minor interactivity elements (e.g. using Mentimeter)	IRMIR
Lunch break	13:00	1:00	14:00				
<b>SESSION 2</b> <b>Interactive session: practice and testing together</b>	14:00	1:30	15:30	Interactive session about tactical urbanism and tactical transit			IPoP&IRMIR
Coffee break	15:30	0:15	15:45				
<b>SESSION 3</b> <b>Placemaking: theory &amp; practice</b>	15:45	0:20	16:05	Placemaking: why, what and how			Béla Kézy Municipality of Nyíregyháza
	16:05	0:15	16:20	Citizen engagement and participation in placemaking			UWK
	16:20	0:40	17:00	Interactive session about placemaking			UWK
<b>DAY 2</b>							
<b>SESSION 4</b> <b>Digital communication: an essential tool for involvement in and information on tactical urbanism</b>	9:05	0:20	9:25	Digital urban campaigning: aims and good practices			Miklós Lukovics, EMFIE
	9:25	0:40	10:05	Interactive exercise: how to use digital communication tools			Miklós Lukovics, EMFIE
	10:05	0:25	10:30	Closing the training	Key takeaways The exam: process and expectations		Béla Kézy Municipality of Nyíregyháza

	Start	Duration	End	Topic	Description	Remarks/Necessary tools	Speaker/Moderator
<b>ANNEX 2 - DAY 2</b>							
<b>Introduction</b>	11:00	0:20	11:20	Objectives and methodology of the workshop	Recap on: Tactical Urbanism / Tactical Transit / Placemaking (short video of activities) What is an action plan - methodology, steps of preparing, tools and techniques		Ilona Morawska Bartosz Piziak Janusz Komenda IRMiR
<b>SESSION 1</b> Transnational planning workshops for pilot cities to deliver action plans for demonstration actions 1st act	11:20	<b>1:25</b>	12:45	Creating general/broad action plan for each G group	G1 and G2 group works paralelly		IPOP, UWK
Lunch break	12:45	1:00	13:45				
<b>SESSION 2</b> Transnational planning workshops for pilot cities to deliver action plans for demonstration actions 2nd act	13:45	<b>1:15</b>	15:00	Creating general/broad action plan			EMFIE
<b>DAY 3 (9:05 - 9:45)</b>							
<b>Summarizing the transnational planning workshops</b>	9:05	0:10	9:15	Brief summary about G1 group work			IPOP
	9:15	0:10	9:25	Brief summary about G2 group work			UWK
	9:25	0:10	9:35	Brief summary about G3 group work			EMFIE
	9:35	0:10	9:45	Overall summary of the workshop			IRMiR

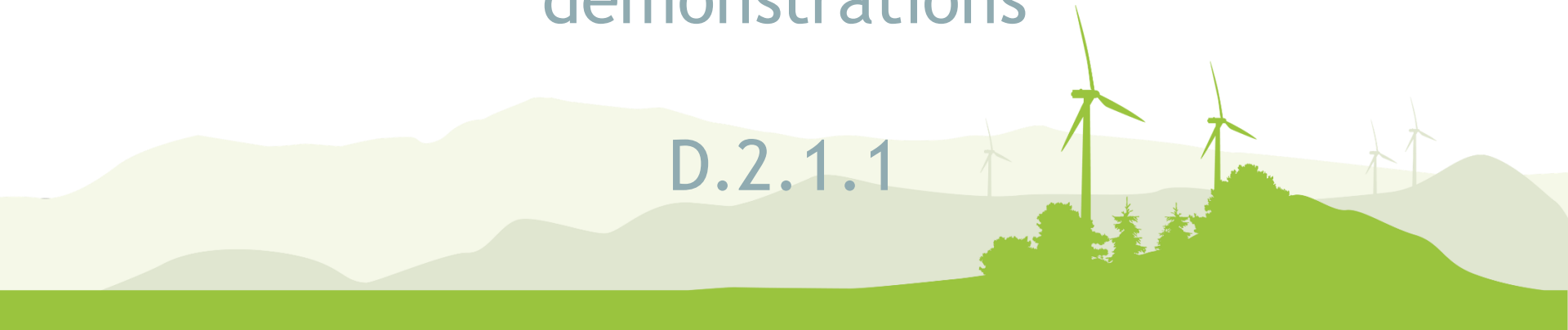
## ANNEX 3

	<b>G1 Tactical Urbanism</b>	<b>G2 Tactical Transit</b>	<b>G3 Digital Campaigning</b>
<b>Knowledge Provider</b>	IPOP	UWK	EMFIE
<b>Territorial Partner</b>	Kamnik Ferrara Krems Bamberg	Rzeszów Nyíregyháza Varaždin	All TPs

cities in the same group (G1, G2, G3)

work together to **design** a  
joint action plan for the  
demonstrations

D.2.1.1



## You will know more about:

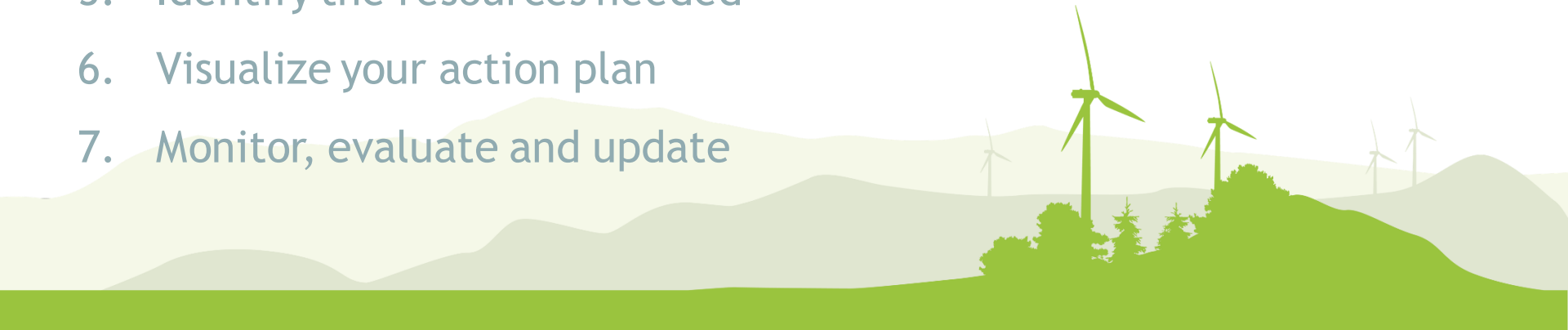
- What is an Action Plan?
- Components of Action Plan
- Why do you need an Action Plan and who needs it?
- Steps of preparing an Action Plan
- How to present an Action Plan
- Action Plan vs Strategic Plan





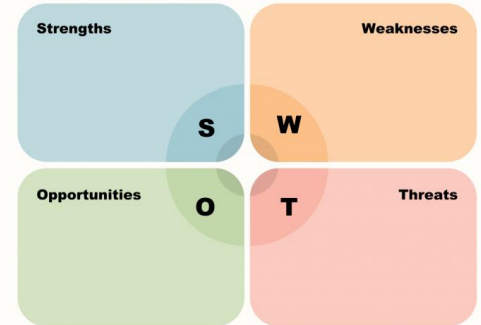
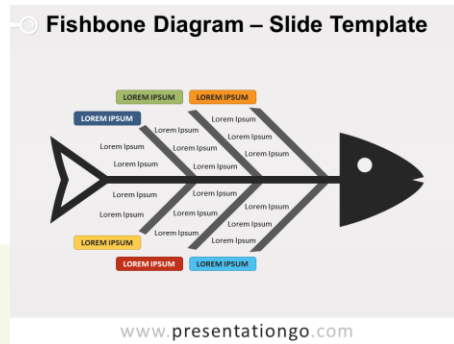
# Steps of preparing an **Action Plan**

1. Define your end goal - use SMART goals
2. List down the steps to be followed
3. Prioritize tasks and add deadlines
4. Set milestones
5. Identify the resources needed
6. Visualize your action plan
7. Monitor, evaluate and update



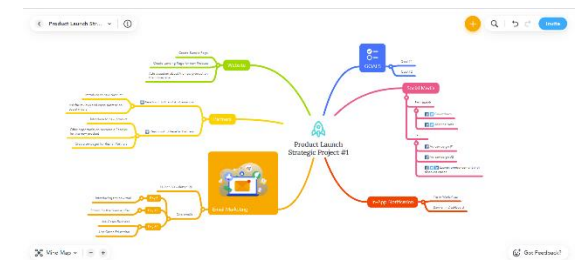
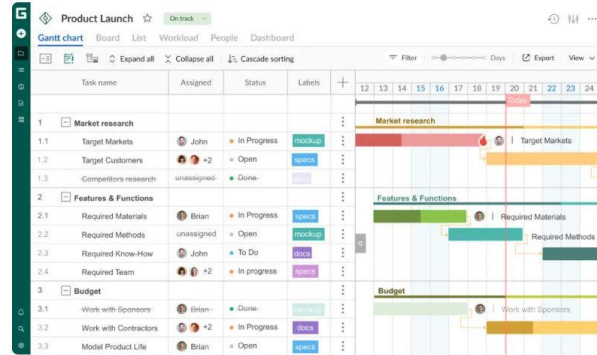
# Action Plan techniques and tools

- SWOT Analysis
- Mind Mapping
- PERT (Program Evaluation and Review Technique)
- Fishbone Diagrams  
(Ishikawa or Cause-and-Effect Diagrams)
- Force Field Analysis
- Gap Analysis
- Cost-Benefit Analysis (CBA)
- Scenario Planning

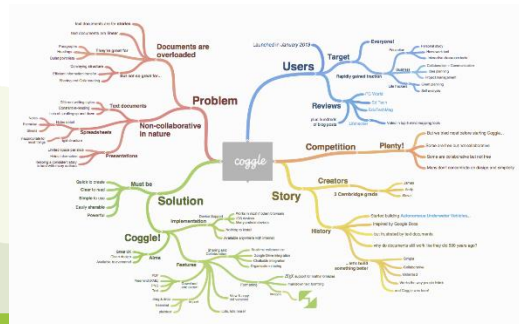


# Action Plan techniques and tools

- Gantt Charts (e.g. GanttPro)
- Kanban Boards (e.g. Trello, ClickUp, Asana)
- Mind Mapping Tools (e.g. MindMeister, Coggle, Ayoa)



The screenshot shows a task management dashboard. On the left is a sidebar with navigation options like 'Home', 'My tasks', and 'Inbox'. The main area is titled 'My tasks' and shows a list of tasks, including 'Bug in close rate in pipeline by day'. Below the list is a detailed task card for this bug, showing assignee 'Alan Wang', due date '27 Aug', and various dependencies and actions.



The screenshot shows a project management tool interface. It displays a list of tasks with various status indicators. The tasks are grouped into sections like 'Ready', 'In Progress', and 'To Do'. Each task has a status icon, a priority level, and a due date.