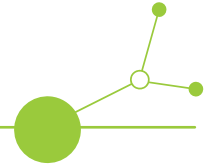


PopUpUrbanSpaces Action Plan for demonstration Actions



Tactical urbanism methods to test sustainable
urban mobility solutions in public space

Version 1
08 2024





Table of Content

ACRONYMS AND ABBREVIATIONS.....	2
EXECUTIVE SUMMARY	3
1. INTRODUCTION	5
1.1. What is this Document?	5
2. PHILOSOPHY AND STEPS OF PREPARING AN ACTION PLAN	8
2.1. What is an Action Plan?	8
2.2. Action Plan vs Strategic Plan vs To-do List - differences and similarities	9
2.3. Components of a good Action Plan	9
2.4. Why do You need an Action Plan and who exactly needs it?	10
2.5. Steps of preparing an Action Plan	11
2.6. How to present an Action Plan?	14
3. ACTION PLAN FOR DEMONSTRATION ACTIONS	17
3.1. Introduction and methodology	17
3.2. Action Plan - Tactical urbanism methods to test sustainable urban mobility solutions in public space	18
3.3. Sharing the knowledge.....	22
ANNEX	24



ACRONYMS AND ABBREVIATIONS

G1	Group 1: Tactical urbanism methods to test sustainable urban mobility solutions in public space
G2	Group 2: Tactical transit methods to improve user experience on public transport
G3	Group 3: Digital campaigning for raising awareness
KP	Knowledge Provider
TDA	Transnational Demonstration Action
TP	Territorial Partner



EXECUTIVE SUMMARY

PopUpUrbanSpaces Demonstration Action Plan: *Tactical urbanism methods to test sustainable urban mobility solutions in public space*, is a document that resulted from Activity 2.1 Planning Transnational Demonstration Action.

The main objectives of the TDAs are:

- **improving public transport navigation:** improving walkability, public transport use, safety and community engagement in urban areas through innovative, temporary interventions that improve cycling and public transport infrastructure while providing public spaces for community activities,
- **gathering information** by measuring traffic and passengers before, during and after the intervention, together with input from local residents,
- **achieve the objectives** set out in local spatial and transport strategies, such as sustainable urban mobility plans, using quick and cost-effective measures,
- **improve communication** between local authorities and residents about the use of public spaces.

PopUpUrbanSpaces approach is based on the concept of “show and tell”. The project enables cities to apply innovative methods based on tactical urbanism 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 people about the risks of car-oriented urban mobility. In line with the assumptions, the delivery of transnational demonstrations is a core element of the PopUpUrbanSpaces project approach. Territorial partners will use the knowledge, competences and good practices acquired during Work Package 1 to develop and then implement transnational demonstration actions.

Territorial Partners were divided into 3 groups based on a functional link to the city and preferences:

- **G1 Tactical Urbanism methods to test sustainable urban mobility solutions in public,**
- **G2 Tactical Transit methods to improve user experience in public transport,**
- **G3 Digital Campaigning to raise awareness.**

In this document we can distinguish three basic chapters: the first is an introduction providing information on what the document contains, the second speaks in general terms about the philosophy and steps to be followed to properly create an action plan, and the third presents an overall action plan for all activities related to tactical urbanism.

This document provides an overview of action plans, explaining what they are and how they differ from other documents. It outlines the key components of a good action plan and provides guidance on how to prepare and present one. It emphasises the importance of having an action plan and offers simple techniques and tools for creating and implementing one effectively.

Tactical Urbanism and Tactical Transit have become a global movement in the last decade, changing the way communities approach project development. They involve low-cost, temporary changes to the built environment by local groups to improve public spaces and influence urban development. While these activities may seem unconventional to local governments, they are gaining visibility.

Due to the temporary nature of these projects and the lack of established procedures in municipalities, thorough planning is essential. A comprehensive plan helps to identify challenges, allocate responsibilities and ensure that interventions are well coordinated and effective. A Pop-Up Urban Spaces Tactical Urbanism Action Plan is being developed to facilitate collaboration between public bodies and stakeholders.



The plan includes categories such as: general tasks, transport planning, community participation, communication and progress monitoring. It outlines activities for the planning, implementation and evaluation phases of the intervention.

The activities presented in the plan have been planned for each intervention phase in the relevant sections:

- before the pilot intervention,
- during the pilot intervention,
- after the pilot intervention.

The blueprint provides a thorough outline that partners can customise and expand to meet their individual needs and circumstances.



1. INTRODUCTION

1.1. What is this Document?

PopUpUrbanSpaces Action Plan for demonstration Actions: Tactical urbanism methods to test sustainable urban mobility solutions in public space is a document, that resulted from Activity 2.1: Planning Transnational Demonstration Action (TDA).

According to the Application Form of the project, 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.

In accordance with the assumptions, delivery of transnational demonstrations is a core element of PopUpUrbanSpaces Project approach. Territorial Partners use the knowledge, competences and good practices acquired during the Work Package 1 to develop and then implement Transnational Demonstration Action. Territorial Partners are split into 3 groups, which were based on a functional link to the city and preferences:

- **G1:** Tactical urbanism methods to test sustainable urban mobility solutions in public space
City Partners: Bamberg (Germany), Ferrara (Italy), Kamnik (Slovenia) and Krems (Austria),
- **G2:** Tactical transit methods to improve user experience on public transport
City Partners: Nyíregyháza (Hungary), Rzeszów (Poland) and Varaždin (Croatia),
- **G3:** Digital campaigning for raising awareness
City Partners: from all cities (Bamberg, Kamnik, Krems Ferrara, Nyíregyháza, Rzeszów and Varaždin).

The G1 and G2 groups will engage in professional actions that involve concrete physical activities in the streets, focusing on tactical urbanism and tactical transit themes. These actions will manifest in the form of temporary street closures, parklets, and improvements in public transport user experiences, among other initiatives. However, it is crucial to inform the urban population about these pilot actions (demonstrations). Communicating the presence, objectives, and context of these pilot actions is essential for them to be understood and appreciated at the city level.

The significance of G3 (digital campaigning) cannot be overstated, as it plays a pivotal role in the project's success. Through digital campaigning, urban partners will inform and engage the local population about the pilot actions. This communication ensures that residents are aware of the initiatives taking place, understand their goals, and see how they fit within the broader urban context.

Territorial Partners in the same group worked together at the level of the Transnational Demonstration Action under the coordination of the Knowledge Provider to jointly develop the action plans of their local pilots. What is important: each city in the same group tested different solutions.



Figure 1. Division of TPs into three groups

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

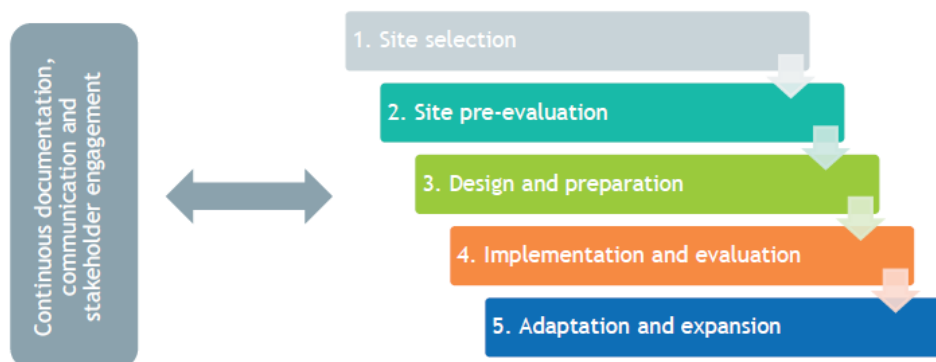
Source: own editing

Thanks to the Transnational Planning Workshops, which took part in Varaždin, Territorial Partners were able to create three Action Plans. The main purpose of these Plans was to serve as roadmaps for the other cities to implement territorial demonstrations.

In order to be successful, tactical projects should be structured according to 5 stages:

- **site selection** - selecting the site to be transformed based on a number of factors,
- **site pre-evaluation** - once a suitable site has been selected, a preliminary assessment is made of the condition and needs of the selected area,
- **design and preparation for implementation** - project owners develop conceptual design options, identify the necessary resources and obtain permits from local authorities,
- **implementation and evaluation** - completion of the project is not the final stage - it is followed by monitoring, performance and impact measurement, and feedback from users and stakeholders to identify areas for improvement and adaptation,
- **adaptation and expansion** - based on the results, changes are reinforced and improvements are made by extending the intervention to another city or context.

Figure 2. Tactical urbanism process



Source: PopUpUrbanSpaces - Baseline Study. Tactical Urbanism and Digital Campaigning



The purpose of this document is to present tactical transit methods to improve the public transport user experience. It aims to provide a comprehensive guide that can be used not only by our partnership but also by any city in the Danube region. This guide will outline the essential components required for a successful tactical intervention. The action plan contains five key sub-categories that should be refined to suit the specific context and needs of the city: general tasks, transport planning, involvement and communication with residents and stakeholders, a communication campaign and monitoring progress.

It is a fundamental principle that this document provides general guidelines that can be used in any city. However, each specific plan should always be tailored to the local context, taking into account the specific needs and characteristics of the city's population.



2. PHILOSOPHY AND STEPS OF PREPARING AN ACTION PLAN

In this chapter you'll become familiar with the subject of action plans. You'll learn what an action plan is, how it differs from other similar documents, what the key components of a good action plan are, and we'll show you every step of the way. Finally, you'll see why you need this type of document, what the key steps are in preparing it, and we'll show you the simplest techniques and tools for presenting any action plan.

2.1. What is an Action Plan?

An action plan is a detailed set of tasks designed to **achieve a specific goal**. It can be thought of as a proposed plan for carrying out a particular project in order to successfully achieve a specific or broad goal. It sets out the actions to be taken and helps to stay focused and orderly, whether for personal or professional purposes. Breaking the goal down into smaller, achievable tasks helps to maintain motivation and monitor progress. It plays a crucial role in strategic planning and improves collaborative planning. Action plans are not limited to project management and can also help individuals create a strategy to achieve personal goals.

An action plan is a **written record of the steps** needed to achieve a particular goal. It breaks the goal down into manageable tasks that are easy to track and monitor. An action plan should define the resources needed to achieve the goal and establish a schedule for completing specific tasks. In project management, a properly constructed action plan can act as a **guide for the project manager** to break down a large project into smaller, more manageable tasks.

Know the Action Plan in a nutshell:

- an action plan is a strategic tool that sets out the precise steps, tasks and objectives needed to achieve a specific goal,
- its main purpose is to provide a precise guide for individuals, teams or organizations to easily achieve their goals,
- action plans simplify complex projects into achievable parts, making it easier to monitor progress and maintain direction,
- action plans are essential for promoting accountability and teamwork within a group. Assigning responsibilities and deadlines for each task or milestone ensures that everyone knows their role and the overall timeline, leading to less confusion and better teamwork,
- in addition, action plans help with resource allocation, budgeting and risk management by allowing stakeholders to identify potential obstacles and prepare for unexpected circumstances,
- in general, the aim of an action plan is to turn vague objectives into specific tasks, making them easier to achieve and track progress, while ensuring that resources and efforts are aligned with the intended results.

Want to achieve your goal in Tactical Urbanism projects?

Create an **action plan** and go for it!



2.2. Action Plan vs Strategic Plan vs To-do List - differences and similarities

At first glance, it may seem that there is no significant difference between action plan, strategic plan and to-do list. However, there are differences, and often very significant ones.

Strategic plan

Strategic plans are larger in scope than action plans; action plans contain information about the precise actions you need to take to achieve specific goals, along with who will do what, when, with what resources, and in what order.

The broad aims, objectives and direction of a project are set out in a strategic plan, usually covering several years. In contrast, an action plan translates the strategic goals and objectives into specific tasks, objectives, deadlines and roles. Action plans are more specific and focus on short to medium term objectives.

The 'what' and 'why' of the project are defined in the strategic plan, which also sets the direction of the project. The action plan ensures that the project's objectives are translated into specific activities and outlines the "how" of implementing the strategic strategy.

An organisation's strategic plan sets the broad direction and goals, while its action plan provides the precise measures and detailed roadmap needed to implement the strategy. The action plan outlines the tactical execution, while the strategic plan guides the overall approach.

To-do list

A pre-determined vision, which outlines the steps you will take to achieve the goals and objectives, is made easier to realise with the help of an action plan. An action plan breaks down a vision into activities, deliverables and targets. An action plan encourages initiative, progress and results. Without action, nothing can be achieved. A to-do list is simply a list of tasks to be completed. It often lacks vision, is not structured to encourage automatic sequencing, and fails to specify your goal in detail.

A to-do list is still what an action plan is, but it has a twist: your 'to-dos' are divided into categories, with each category representing a goal you want to achieve. You may create separate folders for your tasks to organise your plans for each area of your project.

An action plan helps you keep your goals in mind. It helps you see how these small tasks contribute to your overall goal by putting your to-do list into perspective.

2.3. Components of a good Action Plan

We all know how important it is to have a well-thought-out action plan to guide us through the design process. It's like having a roadmap to help us reach our destination! So, let's make sure we create an action plan that's full of the right components. In this document, we're excited to introduce you to eight of the most important ones:

Objectives

The goals of the action plan are defined and communicated through the objectives, which act as a guide for the plan. Your goal is the foundation of your action strategy. It should be a clear and concise statement that describes what you want to achieve. When you have a well-stated goal, it gives your entire plan direction and purpose, and ensures that all activities and tasks are coordinated to achieve that one goal.

Steps



The action plan is made up of a series of steps. They set out the key objectives and milestones that need to be reached to achieve the goal. These phases also help you choose activities (action items), allocate resources, and set deadlines. They also help you break the objective or project down into smaller, more manageable pieces.

Items

The smaller, separate tasks that make up the different stages of the action plan are called action items. These are the tasks that, once they're done, lead to the next stage of the action plan. It's important that every item on the action plan is clearly defined, achievable and understood by the team members.

Timeline

Once you've finished a task, set a deadline for it. Set milestones to help you stay on track and celebrate small wins along the way. You can see the full plan timeline in the action plan. It's really important for setting expectations, keeping an eye on how things are going and making sure the project stays on track.

Resources

These are the things you need to get the job done: people, time, tools and money. Before you get started, it's a good idea to check the resources you've got in your plan. That way, you can make sure you don't have to put any activities on hold or change them because you don't have the resources you need.

Matrix

The action plan matrix is a great way to stay organised when you're planning tasks. It's like a road map that helps you organise your tasks and action stages according to importance, completion date and resource allocation. This alignment makes it easier to spot any dependencies or potential bottlenecks.

Report

You'll find a summary of the steps we took to carry out the action plan in the action plan report. It includes details on what was done, how long it took, what was spent, what resources were used, and any changes from the original plan.

Assignments

Last but not least: assignment. It's best to have one person, group, or team take on each task. It's important to make sure that the right people are doing the right jobs, so that we can be sure that our action plan is going to work.

2.4. Why do You need an Action Plan and who exactly needs it?

It's true that creating an action plan takes more time and effort. You may have asked yourself whether it's really necessary to create such a document when there are already so many other things to do in this busy project schedule. You might be asking yourself, "why do we need an action plan?" or "do we really need one?" But we promise that creating an action plan will improve your productivity and efficiency. Below you will find some of the best arguments for why the time you invest in the creation of an action plan is a good and worthwhile investment in your project.

- **Action plan gives a clear direction** - you know exactly what needs to be done because an action plan outlines the specific tasks to be completed and when they should be completed; an action plan can give you the clarity you need to focus your time and energy when you feel confused, overwhelmed or unsure of how to proceed, avoid making the same mistakes or take your project to the next level.



- **Action plan gives a feedback about the progress** - where are you making progress and where are you stuck? By following an action plan, you can monitor your own progress, level of confidence, challenges and effort required or given on the way to success.
- **Action plan provides a thorough record of your journey** - it makes it easy to remember all the experiences you have along the way. This is because it allows you to identify your main goal and the activities you need to undertake to achieve it. This makes it easier for you to evaluate the effort involved, what worked and what didn't, so you can do better the next time you undertake a similar task.
- **Action plan gives you satisfaction** - each action step you take brings you closer to your goal, reduces stress, increases self-awareness of your talents and drives you towards achievement. It is important to note at this point that completing an action plan often requires more than just a wish and some lovely words on paper.
- **Action plan brings people together** - those with expertise in the field, those who are affected by the issue and stand to benefit from the change (beneficiaries), and those who can provide resources for the initiative (resources) can all be brought together through action planning. One person can often play more than one of these roles.

Anyone who needs a methodical approach to planning can benefit from an action plan. When you create an action plan, you're detailing exactly what steps you'll take to complete your project. These plans can help you organise your to-do list and ensure that you have the knowledge and tools you need to achieve your goals.

2.5. Steps of preparing an Action Plan

Define your end goal!

The first step in preparing a good action plan is to **define your end goal**. In other words, it is what I/we want to achieve at the end of the whole process. The end goal is what you aim to accomplish through your current efforts. These action steps are commonly referred to as means goals. In order to discover your ultimate objectives, inquire about the reasons behind each goal and envision the future you desire to reach. In this case essential is to be clear about it - the more specific your goal, the easier it will be to achieve it.

Defining your goal is perhaps the most important element in preparing a proper action plan. Not sure how to define your end goal? Or maybe not sure if your goal is good enough? Run it through the SMART¹ criteria and make sure it is:

- **Specific** - every goal needs to be specific, so you need to know what needs to be achieved, who's responsible for it, and what steps need to be taken to get there. It's also important that your specific goal is also: simple, sensible and significant.
- **Measurable** - this stage asks you to put into practice techniques for tracking your progress towards your goal. Measurability also considers the steps you would take to track your progress towards your goal. This can be as simple as keeping track of how long it takes you to complete a task or achieve a goal.
- **Achievable / attainable** - this has to do with how achievable your goal is. Do you have the time and resources to complete the task? This might mean getting the information you need, enlisting the

¹ SMART approach or SMART criteria is an acronym used to establish criteria for effective goal-setting and objective development. First used by George T. Doran in the 'Management Review' journal in 1981.



help of team members, or learning new skills. Your chances of success increase if your goal is clear, quantifiable and seen as achievable.

- **Realistic / relevant** - your goal is now specific, measurable and achievable - now it's time for it to be realistic as well. A realistic goal will have a direct impact on favourable outcomes. Remember that each step you take should bring you one step closer to your goal. In our scenario, an appropriate goal will result in direct cost savings.
- **Time-bound / timeframe / time-oriented** - it's important that you and your team agree on when a goal has been achieved so that you can measure success. How far ahead do you want to go? When will the group start developing and carrying out the assigned tasks? When will they be completed? Time factors need to be included in SMART objectives so that everyone knows how to stay on track within the allotted time.

List down the steps to be followed

First things first: you need to get all your to-do lists out of your head and onto paper or, more often than not, onto a screen. Make a list of everything you need to do to achieve your goal. This involves breaking down your primary goal into more manageable goals. By doing this, you can approach the ultimate goal in a methodical, step-by-step way and make it seem less overwhelming. Check that the activities are feasible and relevant to your goal. If a task seems too big or ambiguous, you can break it down into two or three more manageable action items. Make a literal master list of all the things you need to do and prioritise them according to the following criteria:

- **Daily tasks:** routine tasks such as attending meetings, checking in and responding to correspondence.
- **Weekly tasks:** action items related to project milestones, deadlines or presentations.
- **Monthly tasks:** tasks related to longer-term goals and projects.

Your workload immediately seems less daunting when you list your tasks as discrete items. An important part of prioritising tasks is being aware of what is really on your plate.

Prioritize tasks and add deadlines

Understanding the underlying "importance" of a work in relation to others is necessary to learn how to prioritise it, but this can be challenging because "importance" isn't easily measured. Remember that not all tasks are equally important - some are more important than others, and that's fine! All initiatives need to be prioritised, but large, complicated ones even more so. Especially when every task seems to be begging for your attention and top priority. No matter how well planned, you can always expect changes, re-ordering of priorities and the occasional surprise. Important things should always be on your to-do list, even if they are not urgent. You don't have to do them or finish them today, but you need to remember them.

In order to prioritise tasks effectively, you can use a variety of techniques - tools or methods, such as:

- Eisenhower matrix,
- ABCDE method,
- Bubble sort method,
- Most Important Task (MIT) method,
- Two lists technique,
- Pareto principle (80/20 rule),
- Scrum prioritization.



Figure 3. Steps of preparing an Action Plan



Source: own editing

Set milestones

Milestones can be thought of as small goals that prepare you for the ultimate big goal. Adding milestones has the advantage of giving team members something to look forward to, which keeps them motivated even when the final deadline is far away. Set milestones and work backwards, starting with the end goal. Don't forget to leave enough time between each milestone you set.

Milestones mark specific moments in your timeline. They are markers that indicate the end of individual tasks or groups of tasks, or the start of a new project phase. Milestones differ from other timeline components in that they don't take time to complete. Instead, they act as an indicator that the project is progressing as planned.

Milestones make your job easier by setting the team on a specific course of action, while keeping stakeholders informed of the project's progress. The good news is that milestones can be easily added to any project (even one that is already underway), and they offer many benefits.

Identify the resources needed

All the things you need to complete a project, such as teams, tools, raw materials and so on, are called resources. We call this the resource requirement. Before you start work, it is important to identify the resources you will need. In project management, resource requirements let you know what you'll need to



complete your work and deliver the project on time and on budget. It is also easier to make the best use of resources if you are aware of their requirements.

Make sure you have all the tools you need to do the work before you start. You will also need to make a plan to get them if you do not already have them. Your budget should also be part of this. If there are costs associated with each task, you can include a column in your action plan to record them.

Visualize your action plan

A visual representation of your action plan is essential. It will help you choose your goal and your target. It's easier to follow if you can see it. To make this visualisation process easier (and possibly more appealing), consider using action plan templates.

Make sure that your action plan effectively communicates the components we have already identified, such as tasks, task owners, deadlines, resources, etc., whether it is presented as a flowchart, Gantt chart or table.

Monitor, evaluate and update

Finally, the final stage of your journey to the best action plan is upon you. Take some time to evaluate the progress you and your team have made. In this final action plan, you can highlight your progress towards the goal by marking completed activities as done. This will also highlight any tasks that are unfinished or overdue, in which case you should investigate the cause and come up with workable answers. Then make the necessary updates to the action plan.

2.6. How to present an Action Plan?

In all kinds of organisations, one of the regular tasks is to present an action plan to an audience. Each initiative must be approved by someone in order to be funded or for the team's efforts to be accepted. Individuals also need to be informed so that they understand the parameters of the action plan, their role within it and whether any of the planned tasks will have a direct impact on them.

In companies, the presentation of an action plan is a regular task. Informing stakeholders about the action plan, whether before or after approval, can help set expectations and facilitate traction among the teams or people involved.

You can use one (or even several!) of the many well-known techniques to present your action plans. Among these are:

- **SWOT Analysis** - a widely used heuristic method for organising and analysing information. Strengths, Weaknesses, Opportunities and Threats are the four elements of analysis represented by the acronym in the name.
- **Mind Mapping** - the purpose of mind mapping is to improve productivity and to simplify, accelerate and enhance the learning and memorisation process. Rather than encouraging monotonous and repetitive thinking, it encourages innovative and multi-directional thinking.
- **PERT** (Program Evaluation and Review Technique) - is a probabilistic approach to project management and planning. It provides a graphical representation of the project schedule and generates a job summary for each participant.
- **Fishbone Diagrams** (Ishikawa or Cause-and-Effect Diagrams) - cause and effect diagram in the shape of a fishbone. A problem is located in the 'fish head' on the right side of the diagram. Then, to represent possible causes, the spine and bones diverging from it are shown to the left of the skull.
- **Gap Analysis** - identifies differences between the current level of allocation and the optimal distribution and integration of inputs (resources). This highlights areas for improvement.

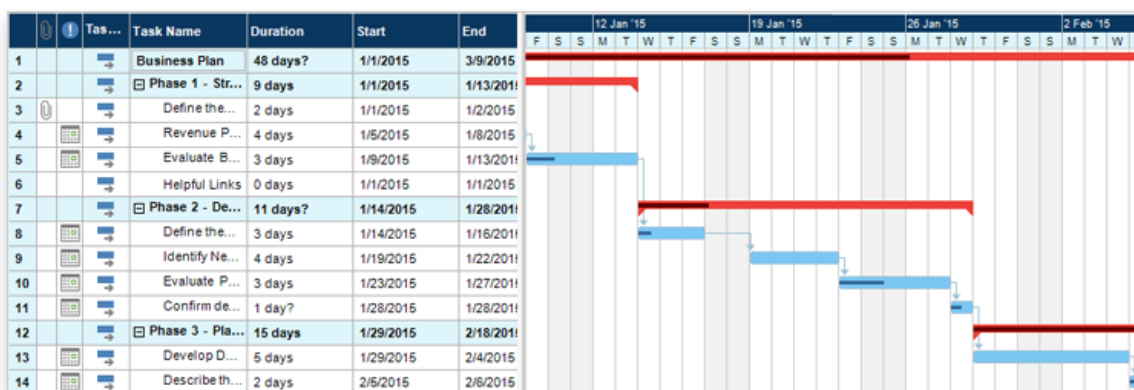


There are many tools on the market for graphical presentation. You can present your action plan both in the traditional way - for example, by creating it on a piece of paper or in a simple word processing programme - and with advanced, often paid-for programmes or applications (often dedicated to such activities). Below you will find some of the most interesting ways and tools to present your action plan effectively and efficiently.

Gantt Charts

One of the most common and effective tools for displaying activities (tasks or events) against time is a Gantt chart, which is often used in project management. A list of activities is presented on the left-hand side of the chart, with an appropriate timescale at the top. Each activity is represented by a bar, and the position and length of the bar indicate the start, middle and finish dates of the activity.

Figure 4. Example of a Gantt chart



Source: <https://www.gantt.com/>

Project schedules are most commonly tracked using Gantt charts. It is helpful to be able to show more details about the different tasks or project phases, such as the relationships between tasks, the progress of each task, the resources allocated to each task, and so on.

The most common applications for creating Gantt charts include: TeamGantt (free online Gantt chart generator), GanttPRO (advanced paid tool), Paymo (free of charge, only in the basic version without the chart option).

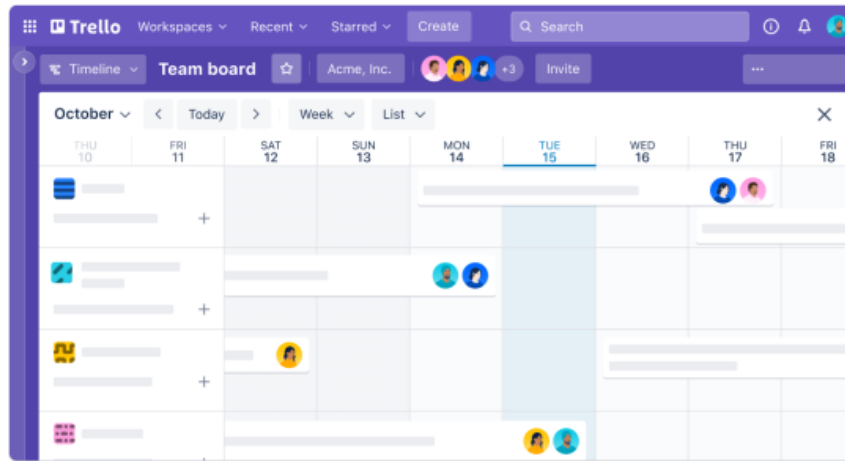
Kanban Boards

An Agile project management tool called a Kanban board can help visualise work, minimise work-in-progress and increase productivity (or flow). It facilitates the day-to-day organisation of work for both Agile and DevOps teams. Kanban boards, with their cards, columns, and continuous improvement features, help technology and service teams accept and complete the right amount of work.

Some of the most popular Kanban software solutions: Trello (4 price plans, a free trial version is also available), ClickUp (free of charge), Asana (free level available for up to 10 people).



Figure 5. Example of Kanban board - Trello



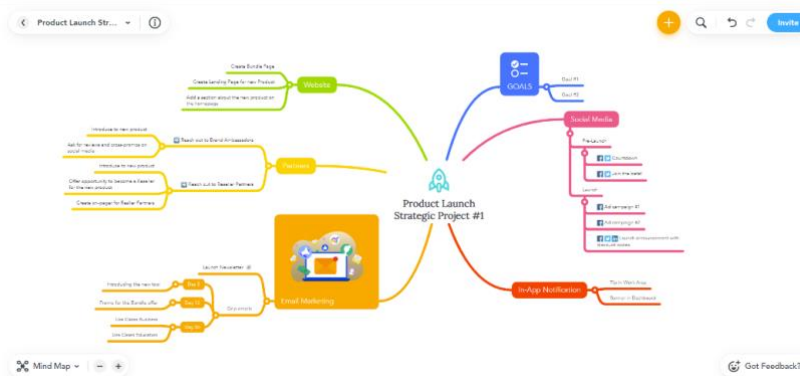
Source: <https://trello.com/pl>

Mind Mappings

A unique style of note-taking that, according to its creators, uses the synergistic interaction between the two hemispheres of the brain to stimulate intuition and improve productivity and memory. A mind map is a diagrammatic, visual representation of data centred on a hierarchy of relationships. Mind maps are a great tool for generating ideas and brainstorming.

Some of the most popular mind mapping software: MindMeister (free basic plan up to 3 diagrams), Coggle (for beginner mind map makers, free for up to 3 private diagrams), Ayoa (paid AI mind map generator).

Figure 6. Example of Mind Map - MindMeister



Source: <https://support.mindmeister.com/hc/en-us/articles/360017491680-About-MindMeister>



3. ACTION PLAN FOR DEMONSTRATION ACTIONS

3.1. Introduction and methodology

Over the past decade, Tactical Urbanism has evolved into a global movement, fundamentally transforming how communities approach project development and delivery.

Tactical urbanism refers to low-cost, temporary changes to the built environment, typically undertaken by local communities and organizations to improve public spaces and influence urban development. These projects aim to test and demonstrate the potential for positive change, promoting a more vibrant, inclusive, and sustainable urban environment.

These activities are often seen as unorthodox or unusual for local governments, although they have gained more visibility over the last decade. Given that these projects **may lack established procedures within municipalities and public services, thorough planning of these pilot actions is crucial**. Although temporary, such projects need careful planning to align with broader community goals, secure necessary permits, and manage resources among the organizers and actors efficiently. A comprehensive plan helps to identify potential challenges, allocate responsibilities, and establish clear timelines, ensuring that interventions are well-coordinated and impactful.

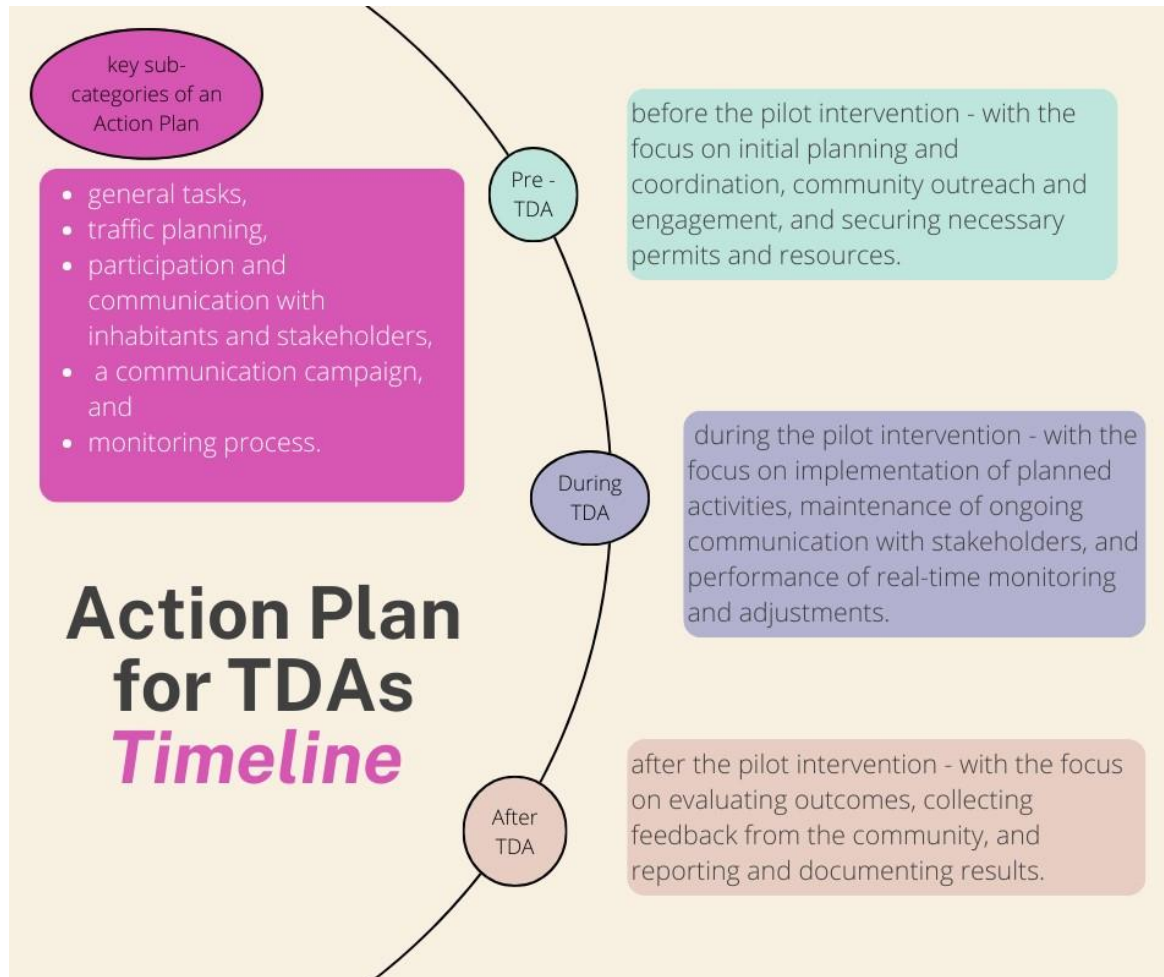
Therefore, we are preparing a Pop-Up Urban Spaces Tactical Urbanism Action Plan to facilitate coordination and collaboration among various municipal public bodies and other relevant actors. This roadmap serves as a **rough guide and a reminder of crucial activities** to all parties involved, ensuring alignment and timely planning towards the successful implementation of the pilots.

Development Process of the Action Plans

Together with knowledge providers, we prepared a *Pop-Up Urban Spaces Tactical Urbanism Action Plan*, based on theory and multiple practical cases, as well as drawing from our experience with tactical urbanism interventions. This plan outlined the essential components required for a successful tactical intervention. The action plan included several key subcategories, which partners needed to elaborate and refine to suit their specific contexts and needs. These categories include:



Figure 7. Action Plan timeline



Source: own editing

The prepared draft served as a comprehensive guide, allowing partners to tailor and elaborate on it according to their specific needs and contexts.

In March 2024, we conducted Transnational planning workshops for pilot cities to deliver action plans for demonstration actions. In this planning workshop, facilitated by knowledge providers, the proposed structure of the action plans was discussed. A digital mural board was used to introduce all elements of the plan, followed by a short discussion among the partners. After the elements and the final structure of the action plan were set, territorial partners worked in their local teams on the proposed action plan template hand-outs. They needed to consider each category and write down locally specific steps relevant to their pilot demonstrations.

After the on-site workshop, the partners had two months to elaborate and finalize their action plans. The tools provided included an Excel sheet with the draft action plan and access to the mural board for a more interactive workflow.

3.2. Action Plan - Tactical urbanism methods to test sustainable urban mobility solutions in public space

Current status



Group 1 of the territorial partners is focusing its pilots on tactical urbanism methods to test sustainable urban mobility solutions in public spaces, such as temporary street closures, parklets, and improvements of public space for pedestrians and cyclists. The territorial partners of this group are the Municipality of Kamnik (LP), Municipality of Ferrara (PP6), City of Bamberg (PP9), and the Municipality of Krems an der Donau, associated with the University for Continuing Education Krems (PP8).

Under the coordination of the respective knowledge provider, IPoP (PP5), the partners jointly developed the action plans for their local pilots. Although the general focus of the intervention is similar, each city in the group addresses different local problems and tests different solutions. Furthermore, the knowledge provider offers and will continue to offer technical assistance and support during the delivery of the pilots. The pilot cities in the same group will thoroughly document the process using a standard methodology.

By the end of May 2024, the partners submitted their detailed action plans for their pilot interventions.

At this point (August 2024), it is important to note that the cities are following very different timelines. UWK and the Municipality of Krems an der Donau completed their pilot activities by the end of June 2024. The Municipality of Ferrara is currently at the beginning stages of launching its pilot activities. The Municipality of Kamnik is engaged in various pre-pilot activities, while the City of Bamberg is in the process of finalizing the location of the intervention and defining the pilot activities.

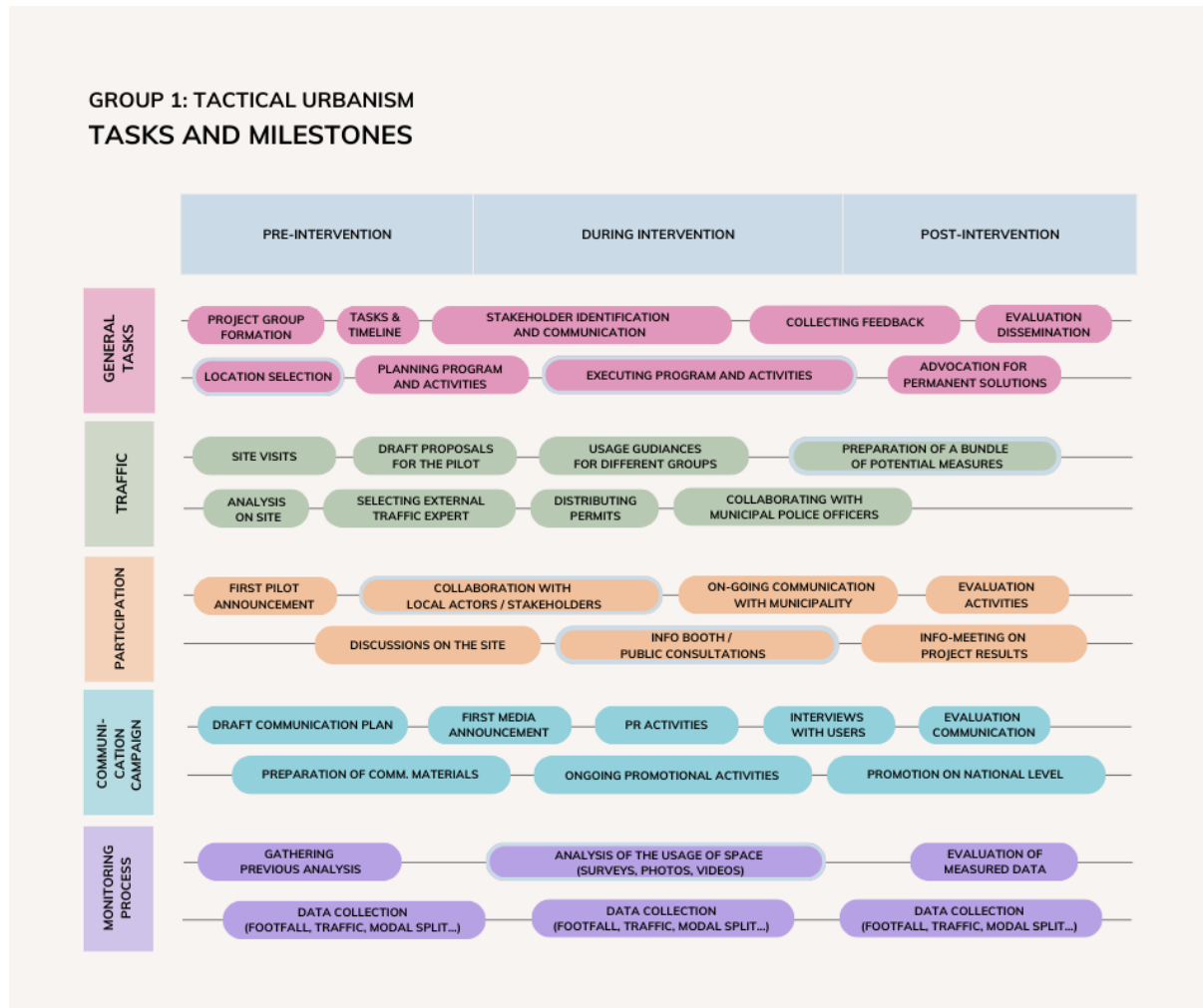
In the following paragraphs and as well in the infographic, we will summarize key common points in the planning process for pilot interventions in the cities of Group 1, as defined together with the partners.

Goals of the Transnational Demonstration Action:

- to enhance walkability, safety, and community engagement in urban areas by implementing innovative, temporary interventions that improve pedestrian and cycling infrastructure and create public spaces for community activities.
- to use quick and cost-effective measures to get closer to the objectives outlined in municipal spatial and traffic strategies (e.g. Sustainable Urban Mobility Plans) and other strategic documents.



Figure 8. Tasks and milestones



Source: own editing

General tasks

- Before the intervention:
 - forming the project group, assigning roles,
 - the process of selecting the pilot's location,
 - design and the preparation of selected site,
 - identifying stakeholders,
 - establishing a timeline,
 - planning the programs and activities of the pilot.
- During the intervention:
 - execution of pilot activities,
 - maintenance work
 - collecting feedback from the users,



- advocating for the proposed solution.
- After the intervention:
 - evaluation and evaluation dissemination,
 - establishing the ground to make a permanent solution.

Traffic

- Before the intervention:
 - site visit,
 - preparing draft proposals for the pilot intervention,
 - selecting an external traffic collaborator,
 - preparing the street closure plan,
 - analyzing pedestrian needs and potential conflicts.
- During the intervention:
 - providing usage guidance for different groups,
 - preparing and distributing permits,
 - collaborating with municipal police officers,
- After the intervention:
 - preparation of a bundle of potential measures.

Participation

- Before the intervention:
 - the first announcement of the pilot and its aim,
 - formalization of the relationship with the community representatives,
 - identifying the stakeholders / local actors,
 - discussions on the site, focus groups, and participation plan.
- During the intervention:
 - establishing info booth at the street level,
 - participation plan implementation,
 - public consultations,
 - on-going communication with municipality departments,
- After the intervention:
 - discussion groups,
 - evaluation activities,
 - info-meeting on project results.

Communication campaign

- Before the intervention



- draft of the communication plan,
- preparation of communication materials,
- first media announcements.
- During the intervention
 - communication with the local media,
 - ongoing promotional activities,
- After the intervention
 - promotion at the national level,
 - interviews with the local stakeholders and users,
 - communication of evaluation.

Monitoring process

- Before the intervention:
 - gathering previous analysis of the site,
 - data collection (footfall, traffic, modal split etc.)
- During the intervention:
 - data collection (footfall, traffic, modal split etc.),
 - analysis of the usage of the space (surveys, photo, video).
- After the intervention:
 - data collection (footfall, traffic, modal split etc.),
 - evaluation of measured data and the pilot.

Note: tactical urbanism interventions are experimental, so measuring their impact is crucial. This helps assess effectiveness and guide future urban planning.

3.3. Sharing the knowledge

TPs are split 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

G2: Tactical transit methods to improve user experience on public transport

G3: Digital campaigning for raising awareness

This document focuses on G1 and G2 only. Based on the learnings from the transnational planning workshop in Varaždin in March 2024, the G1 and G2 group members articulated their own action plans.

G1 for tactical urbanism comprises of TPs Municipality of Kamnik (LP), Municipality of Ferrara (PP6), City of Bamberg (PP9), and the Municipality of Krems an der Donau. In G2 the following TPs City of Rzeszów (PP7), Municipality of Nyíregyháza (PP10) and City of Varaždin (PP2) will work together on tactical transit pilot actions. The KP partner dedicated to each group - IPoP for G1 and UWK for G2 - provides technical assistance and support during delivery, and pilot cities in the same group thoroughly document the process using a standard methodology. While the delivery takes place on TP level, there is a strong transnational aspect: TP shares their experiences with each other on a regular basis. This is managed by the relevant KP partner.



In preparation of an initial exchange of knowledge and experiences during the Partners Meeting in Krems in September 2024, KPs IPoP and UWK collected TPs' information and are preparing for the kick of the peer review among G1 and G2. From then onwards, KPs will organize regular online meetings (on a bi-monthly basis) to foster the exchange and sharing of experiences among group members. Another peer review session is planned for the Partners Meeting in Bamberg in February or March 2025.

In preparation of this document and the workshop in Krems, KPs IPoP and UWK sent out a template in July 2024 to TPs to present their pilots. In this template, TPs are asked to provide information on the location of the intervention, the aim of the intervention, the type of pilot intervention, the collaborators and target audiences, the timeline, the methods to evaluate the success of the intervention, information on digital campaigning and occurring obstacles and positive drivers. In addition, TPs could submit photos or other visual mappings of the planned pilot.

The deadline for submitting the information is end of August 2024.



ANNEX

Group 1 Action Plans: Tactical urbanism methods to test sustainable urban mobility solutions in public space

Action Plan - Kamnik (LP1)

Area of activity / Timeline	PRE-INTERVENTION	DURING INTERVENTION	POST-INTERVENTION
General tasks related to pilot interventions (TDAs)	Definition of the team: (place makers, decisionmakers, marketing, actors, designers, architects and urbanists, local community, people who frequently use selected space. Introducing idea to all the stakeholders and discuss their involvement.	engaging the team and advocating for the proposed solution. Interviews with visitors on site and direct monitoring of changes in the space. Engaging visitors to propose different usages of space.	evaluation and focus on establishing the ground to make permanent solution
Traffic	Analyses of parking and usability patterns.	Analyses of number of the pedestrians and cyclist in the area.	Preparing the ground and measures, to permanently remove car parkings from selected area and add bike parkings and pedestrian area.
Participation - communication with the inhabitants / stakeholders	discussion on the site, direct interviews, trough focus groups.	supporting different events in the space, engaging with neighbours and openly discuss with the general public.	supporting different events in the space, engaging with neighbours and openly discuss with the media about positive outcomes of pilot project and measures in general.
Communication campaign	analyses of local media, local social media, gathering photo material of false and inappropriate usage of space. Preparation of graphical material for future announcements and marketing campaign.	initiation of different local media to cover the events and make interviews with the stakeholders and visitors on site. Establishing #hashtag of the project, to engage online presence. Supporting local café, to promote it trough their media profiles.	local media and previously engaged social media stakeholders. Interviews with the local stakeholders and users of space
Monitoring progress	analyses of existing parking, creating a reference point of usability of space.	photographs, videos, and statistical analyses of usage of the newly opened space for pedestrians and cyclists. Comparing the place with reference point from pre-intervention.	evaluation of success or unsuccess of removing the car parks.

Target group / Communication tool	Flyer	Poster	Articles in local newspapers/ publications	Social media	Surveys	Letter / Notice	Direct contact (if possible)	Other
Citizens	x	x	x	x		x	x	
Residents			x		x	x	x	
Visitors	x	x	x	x	x			
Small businesses and employers			x		x	x	x	
Local actors / public institutions			x	x		x	x	

Action Plan - Ferrara (PP6)

Area of activity / Timeline	PRE-INTERVENTION	DURING INTERVENTION	POST-INTERVENTION
General tasks related to pilot interventions (TDAs)	A) PP6 Project Group within the FERRARA U-R PNT; B) MoU/Letter of interest to be signed with the representative of "il quartiere" district ; C) ROLES ASSIGNMENT WITHIN PP6 WORKING GROUP; D) PP6 pilot implementation timeline E) PP6 TDA communication plan; F) ACTIVITY PLAN	A) MICRO-TEST; B) ON-SITE EVALUATION WITH RESIDENT & STAKEHOLDERS C) PLANNED AND STARTING IMPLEMENTATION OF THE EXECUTION	A) EVALUATION SURVEY B) DISSEMINATION OF TDA RESULTS
Traffic	A) ON-SITE VISIT IMPLEMENTATION B) INTERNAL TECHNICAL EXPERTS IN CHARGE	A) ON-SITE VISIT IMPLEMENTATION; B) POTENTIAL EXTERNAL EXPERTS APPOINTMENT C) OBTAINING PERMISSSIONS AND ADMIN DOCS FOR THE PILOT INTERVENTION D) LOCAL POLICE INVOLVEMENT E) BUNDLE OF TACTICAL URBANISM MEASURES IMPLEMENTED	A) ON-SITE VISIT IMPLEMENTATION B) LOCAL POLICE INVOLVEMENT C) EVALUATION AND DISSEMINATION
Participation - communication with the inhabitants / stakeholders	A) IDENTIFICATION OF LOCAL ACTORS & STAKEHOLDERS B) FORMALIZATION OF MoU/LETTER of INTEREST C) FIRST TDA ANNOUNCEMENT	A) STARTING PROMOTION B) EXTERNAL EXPERTS APPOINTMENT C) PARTICIPATION PLAN IMPLEMENTATION D) PUBLIC CONSULTATION E) ONGOING COMMUNICATION WITH MUNICIPALITY DEPTS F) FIRST DISCUSSION GROUP	A) DISCUSSION GROUPS B) EVALUATION ACTIVITIES C) INFO-MEETING ON PROJECT RESULTS
Communication campaign	A) FIRST RESIDENTIAL GROUP INFO MEETING B) FIRST RELEASE FOR MEDIA C) IDENTIFICATION OF THE REFERENCE PERSON FOR COMMUNICATION PROCESS	A) MEDIA PRESS CONTACT LIST; B) MEDIA ANNOUNCEMENT; C) PROMOTION MATERIALS DELIVERING AND DISSEMINATION	A) PROMOTION STRATEGY AT LOCAL AND NATIONAL LEVEL B) COMMUNICATION & EVALUATION OF PP6 TDA EFFECTS
Monitoring progress	COLLECTING EX ANTE DATA: CARS/ACTIVE MOBILITY/MODAL SPLIT/ETC...	DATA COLLECTION ON BUMONTHLY BASIS	COLLECTING EX POST DATA: CARS/ACTIVE MOBILITY/MODAL SPLIT/ETC...

Target group / Communication tool	Flyer	Poster	Articles in local newspapers/ publications	Social media	Surveys	Letter / Notice	Direct contact (if possible)	Other
Citizens	X	X	X	X	X	X		
Residents	X	X	X	X	X	X	X	
Visitors		X	X	X				
Small businesses and employers		X	X	X				
Local actors / public institutions		X	X	X				

Action Plan - Krems (PP8)

Area of activity / Timeline	March - May - 2023	September 2023 - March 2024	April and May 2024	June 2024	July - August 2024	Septemeber 2024
<p>General tasks related to pilot interventions (TDAs)</p>	<p>Formation of the project group/team and naming the group "Kremser Gruppe" - initially Meeting and agreement with the community representatives, and relevant stakeholders. The signing of the agreement of collaboration: we did not sign a special agreement apart from a Lol with the city on the project but asked for several permits (ongoing) Assignment of roles at the municipality - defining contact persons: political representative(s), traffic; space and environment; communication PR; organizer of the cultural/social activities/program: very difficult Draft of an initial communication plan - no one in the city assumed this position, until now in May.</p>	<p>Timeline of the implementation of the TDA: initially envisaged for 4 months, which was luckily rejected by the city administration! Draft of the TDA programme. Planning activities.</p>	<p>Test execution of the pilot intervention (optional): not done in Krems Marking and decorating the street - announcing change: in Krems we started with organising the - upgrading of the surroundnig greenery: cutting of branches of trees so people can sit or stand under the shade; organising together with the directorate for green spaces and the scurity department (Ortspolizei) to transfer 2 large mobile trees from one square to the intervention site ; organising the watering of newly positioned plants, - paint: requesting permit to paint. choosing correct paint. organising the paint for the surrounding school so they can paint the blocked street - hospitality/catering: for opening and closing event, including additional tables and chairs - asking for art interventions (Kunstmeile) - benches and other materials for sitting, in coop. with school - BUDGETING: draft budget and book keeping by UWK - coordination school activities - Evaluation: - preparation of method and evaluation sheets, in coordination with the administration / civic participation and schools - looking for an intern to cover some activities from June to September - WHO asks for the permit (person, association, liability) - shopping list for materilas needed on-site - storage: where can we store deck chairs, watering pots, beachflags etc during interventions - preparing an event schedule and who is responsible and present for what (Project management) - ordering promotion articles - initiation of coordination with long-term planned changes on site</p>	<p>Execution of the pilot intervention of ONE MONTH</p>	<p>Evaluation</p>	<p>Evaluation dissemination</p>
<p>Planned activities on site</p>				<p>opening event - closing event - coffe & cake session to gather feedback from residents - piano day by music school - energy consultation (by citiy) - KEM biodiversity teaching for school children - open air teaching on site - bike stand - academic event - street painting - additional greening - various new "outdoor furniture"</p>		

<p>Traffic</p>	<p>Site discussions. Taking into consideration: sites discussed in civic participation events; sites planned for re-shaping;</p>	<p>site visits STREET CLOSURE - first draft proposal to security department. Closure elaboration (official documents). - several follow ups with security department external collaborator for traffic Simple closure map. NÖN regional next bike station (not materialized, there is one already near by)</p>	<p>site visits. - Amended draft proposal for the pilot intervention submitted - Usage guidance for residents, parents of children, and the school bus (by music school) Preparation of the elaborat: - Planning a simple road closure map. - Preparation of permits. - Distribution of permits. - Meeting with the person in charge of the closure - Test closure.</p>	<p>The collaboration of municipal police officers.</p>	<p>Preparation of a bundle of potential measures for the selected street. The measures will be presented at the idea level.</p>	
<p>Participation - communication with the inhabitants / stakeholders</p>	<p>First announcement of the TDA on local media "Stadtjournal" Formalization of the relationship with the community representatives. Identifying the stakeholders / local actors.</p>	<p>Preparation of the process plan for participation. Possibility of public debate: this was done prior to the project implementation period Contact with owners and tenants of premises-> city administration Ongoing communication within the municipal departments. getting stakeholders on board (adjacent schools)</p>	<p>Establishing Q&A - Info booth (presence at the street level) Contact with tenants and owners of premises for permits. Ongoing communication within the municipal departments - KEM manager: organising biodiversity events for and with schools - 3 schools involved: 1 primary, one secondary and one music school, all of them are participating actively, coordination by UWK</p>	<p>Checking satisfaction/feedback among TDA users- by boot and QR code and on-site pop up cafes Public discussion about the future. Ongoing communication within the municipal departments</p>	<p>Evaluation - survey (different stakeholder groups) Collecting feedback.</p>	<p>Inform them about the next steps and development of the project.</p>
<p>Communication campaign</p>	<p>Review of release dates for local newspapers/publications. Preparation of the draft for the first information brochure about the TDA (optional) Decision about the scope of material for communication (film, pictures,...) Selection of a collaborator for design.</p>	<p>Notice to the residents. Media-press contact list. Announcement in the media Promotion: e.g. posters, social media, flyers during opening of the Ringstraße in Oct. 2023 video shoot for "europa o my school" promo materials: deck chairs and beachflags Selection of external collaborators - photographer, videographer...</p>	<p>Distribution of posters, flyers. Ongoing promotion activities: - presentation of the project at local conferences (DBU Future Day, Pint of Science, Superblock meeting in Vienna) - promo T-shirts for PopUp Team for JUNE (implementation month) - organising for transport and storage of the beachflags and deck chairs to be put on the intervention site (including chains and locks to store them safely)</p>	<p>Promotion of the pilot intervention on all channels and possible media. Press conference at the location of the TDA during "opening" on 10 June - NÖN: organising regional paper for covering the opening event on 10th June - hand outs: for residents to invite them to opening event on 10th june - project/intervention poster stand at site - QR code to be placed at site: so passers by and visitors can fill in questionnaire and leave remarks - feedback box at site - pop up coffee - video shoots creating content (videos, posts)</p>	<p>Promotion at the national level: conferences, agencies, ministries creating content (videos, posts)</p>	<p>Communication of the evaluation (effects of the TDA) to all stakeholders.</p>

Monitoring progress	Traffic counting. Pedestrians counting / footfall. Other methods are also possible.		qualitative questionnaire Pedestrians counting / footfall. Other methods are also possible.	qualitative questionnaire Pedestrians counting / footfall. Other methods are also possible.	Comparing the data - calculating delta. Traffic counting. Pedestrians counting / footfall.	Synthesis and evaluation.
----------------------------	-------------------------------------------------------------------------------------------	--	-------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------	---------------------------

Target group / Communication tool	Flyer	Poster	Articles in local newspapers/publications	Social media	Surveys	Letter / Notice	Direct contact (if possible)	Other
Citizens	X	X	X	X	X			
Residents	X	X	X	X	X	X		
Visitors	X	X	X	X	X			
Small businesses and employers	X	X	X	X	X	X	X	
Local actors / public institutions		X	X		X		X	