SPARK
Sparking active mobility actions for climate-friendly cities

ICLEI Local Governments for Sustainability

ICSC Institute for Climate and Sustainable Cities

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IKI INTERNATIONAL CLIMATE INITIATIVE

SPARK: Tactical Urbanism Guidebook

Sparking active mobility actions for climate-friendly cities

SPARK: TACTICAL URBANISM GUIDEBOOK. SPARKING ACTIVE MOBILITY ACTIONS FOR CLIMATE-FRIENDLY CITIES

ABOUT SPARK

The SPARK project: Sparking active mobility actions for climate-friendly cities (2022-2025) is supported by the German Federal Ministry of Economic affairs and Climate Action (BMWK) and the Federal Ministry of Environment, Nature Conservation and Nuclear Safety (BMUV) through their International Climate Initiative (IKI).

The goal of the SPARK project is to increase the role of active mobility in building resilient and safe transport systems, contribute to national emission reduction targets, and promote climate-friendly mobility behavior in Pasig City, and Quezon City in the Philippines.

ABOUT ICLEI – LOCAL GOVERNMENTS FOR SUSTAINABILITY

ICLEI – Local Governments for Sustainability is a global network working with more than 2,500 local and regional governments committed to sustainable urban development. Active in 125+ countries, ICLEI influences sustainability policy and drives local action for low emission, nature-based, equitable, resilient and circular development. ICLEI's Members and team of experts work together through peer exchange, partnerships and capacity building to create systemic change for urban sustainability.

LEAD AUTHOR AND DESIGNER

Vidhya Mohankumar, Urban Design Collective

LAYOUT DESIGN SUPPORT

Tejesvini Saranga Ravi, Urban Design Collective
Flora Allesina, ICLEI World Secretariat

COLLABORATORS

Heba Mousa, ICLEI World Secretariat
Tu My Tran, ICLEI World Secretariat

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Kaiser-Friedrich-Strasse 7, 53113 Bonn, Germany
https://iclei.org/

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Introduction

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1.1 WHAT IS TACTICAL URBANISM?

Tactical Urbanism refers to an approach to urban transformation through **low-cost, temporary, and scalable interventions**. These interventions aim to test ideas, demonstrate alternative uses of public space, and build momentum for long-term change.

Often implemented using simple materials such as paint, planters, bollards, and signage, Tactical Urbanism relies on **experimentation, iteration, and participatory engagement** to reshape how streets and public spaces function.

Tactical Urbanism operates at the intersection of design, planning, policy, and community action. It empowers both institutions and citizens to **proactively respond to urban challenges** through real-world pilots that can inform broader strategies, policies, or infrastructure investments.

1.2 WHAT ARE ITS USES, BENEFITS AND LIMITATIONS?

Tactical Urbanism can be applied to address a range of urban challenges, such as:

- Enhancing pedestrian and cyclist safety
- Reclaiming car-dominated streets for public life
- Improving access to schools, transit hubs, and markets
- Testing new mobility infrastructure or public space designs
- Fostering community participation in the design of cities

While tactical urbanism can offer several benefits, it must also be weighed carefully against its limitations when considering this approach to address urban challenges.

Quick implementation: Projects can be executed in weeks or months, unlike long infrastructure cycles.

Low cost, high visibility: Demonstrates change with minimal investment.

Community engagement: Fosters co-creation, trust, and shared ownership.

Proof of concept: Provides evidence for scaling or institutionalising interventions.

Policy influence: Serves as a real-time feedback loop for planning, zoning, and mobility decisions.

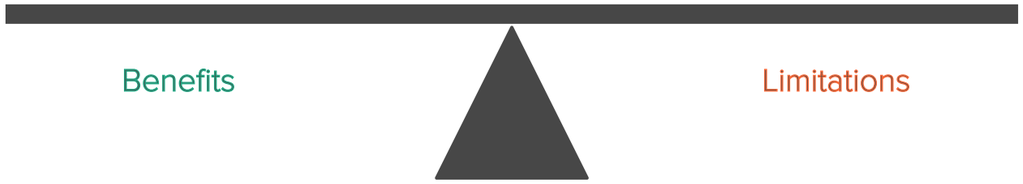
Temporary nature: Projects may be dismissed or dismantled without strong institutional backing.

Permitting and compliance: Requires local government flexibility and legal clarity.

Maintenance challenges: Extended pilot periods may demand ongoing upkeep.

Scalability and durability constraints: Not all tactical ideas translate easily into permanent solutions.

Risk of tokenism: When misused, Tactical Urbanism can become symbolic rather than systemic.



1.3 WHAT DOES A TACTICAL URBANISM PROJECT CYCLE LOOK LIKE?

Tactical urbanism projects unfold through a phased cycle anchored in collaboration, responsiveness, and localized impact. Broadly, the project cycle covers two key stages:

1. Planning and coordination stage
This preparatory stage builds foundational momentum by aligning stakeholders, clarifying intent, and laying the groundwork for responsive implementation.

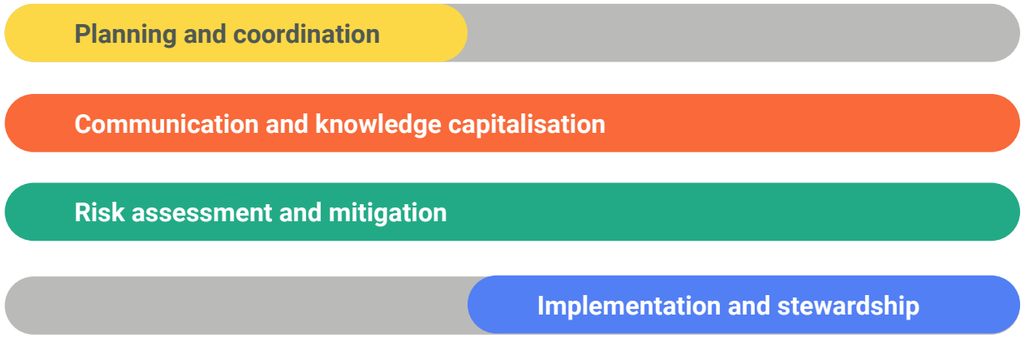
2. Implementation and stewardship stage
This stage focuses on implementation, community engagement, maintenance, and impact assessment to ensure continued relevance and sustainability.

In addition, two cross-cutting processes anchor the entire project cycle—they operate concurrently across both the key stages mentioned above.

Communication and knowledge capitalisation
Maintain open channels for public and institutional communication; document decisions, feedback, and learnings to support replication and advocacy.

Risk assessment and mitigation
Proactively identify risks (e.g., safety, weather, vandalism, political uncertainty) and plan mitigation strategies throughout design and implementation.

Tactical urbanism project cycle:



1.4 PURPOSE OF THE GUIDEBOOK

This guidebook is designed to serve as a practical manual for urban local bodies, designers, planners, civil society organisations, and advocacy groups interested in using tactical urbanism as a tool for inclusive, responsive, and sustainable urban transformation.

Specifically, it aims to:

- Provide a structured process for designing and implementing tactical urbanism interventions
- Share field-tested methodologies for site selection, stakeholder engagement, risk mitigation, and impact evaluation
- Offer actionable templates and checklists as guiding documents
- Enable institutional learning and policy mainstreaming for long-term urban improvement

The guidebook is rooted in the realities of cities across the Global South, where resource constraints, governance complexity, and informality often shape the urban experience. It is meant to build capacity, confidence, and creativity in using temporary interventions as a stepping stone toward lasting change.

1.5 HOW TO USE THIS GUIDEBOOK

This guidebook is structured to support planning and implementation of tactical urbanism projects and can be read linearly or consulted selectively based on the reader's stage in the project cycle.

Chapter 1 introduces tactical urbanism as an approach for urban transformation including its benefits and limitations
Chapter 2 focuses on the various activities involved in the planning and coordination stage
Chapter 3 focuses on the various activities involved in the implementation and stewardship stage
Chapter 4 offers guidance on risk assessment and risk mitigation for tactical urbanism projects
Chapter 5 offers guidance on communication strategies and knowledge capitalisation for long-term impact

Each chapter includes:

- Conceptual clarity on key themes
- Step-by-step guidance with recommended tools and checklists
- Tips, risks, and learnings to guide implementation

Users are encouraged to adapt the methods and templates to local conditions, scale of intervention, and available institutional capacity. The guidebook supports an iterative, adaptive approach that embraces experimentation while maintaining a commitment to inclusive and equitable outcomes.

The implementation of SPARK tactical urbanism intervention in Pasig City, the Philippines

Planning and coordination

02

This preparatory stage builds foundational momentum by aligning stakeholders, clarifying intent, and laying the groundwork for responsive implementation. This chapter lays out 10 key activities to be carried out as part of the planning and coordination stage:

- INITIATION AND CHAMPIONING
- ASSESSING LOCAL COMMITMENT AND INSTITUTIONAL READINESS
- COORDINATION AND COMPLIANCES
- IDENTIFYING OPPORTUNITIES FOR TACTICAL URBANISM DEMONSTRATION
- FIELD STUDIES AND MAPPINGS FOR DESIGN DEVELOPMENT
- PROBLEM TREE ANALYSIS AND SETTING OBJECTIVES
- DESIGNING TACTICAL URBANISM SOLUTIONS TO ADDRESS IDENTIFIED CHALLENGES
- PARTICIPATORY DESIGN WORKSHOPS
- SELECTING THE MATERIAL PALETTE FOR TACTICAL URBANISM INTERVENTIONS
- FINANCIAL PLANNING FOR TACTICAL URBANISM PROJECTS

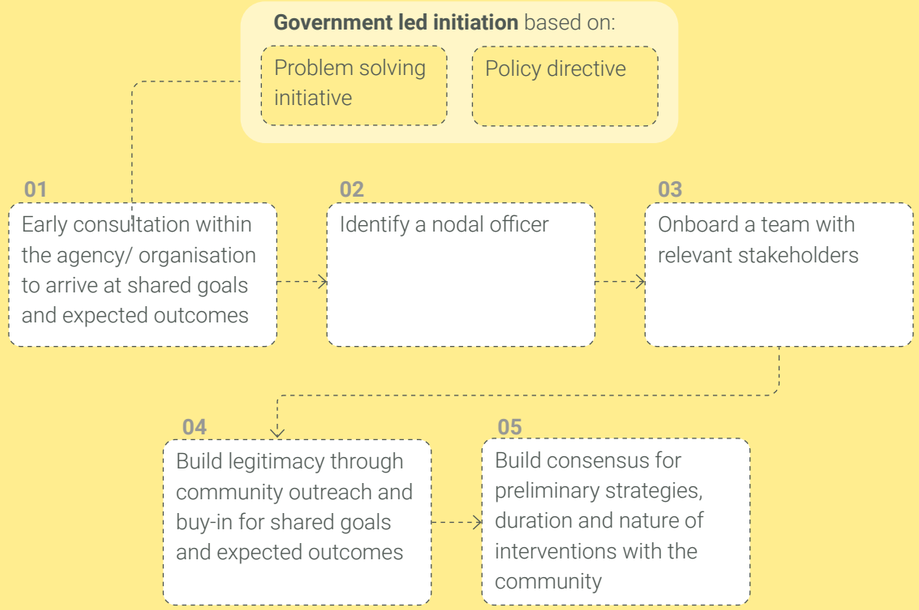
KEY ACTIVITIES IN THE PLANNING AND COORDINATION STAGE

2.1 INITIATION AND CHAMPIONING

The initiation and championing phase is the spark that ignites any tactical urbanism project. It typically begins with a local champion—whether an individual or institution—who identifies a pressing urban mobility challenge and mobilizes interest around it. This stage involves rallying stakeholders, building initial momentum, and defining clear project goals, expected outcomes, and preliminary strategies.

Leadership may emerge through grassroots advocacy, institutional support, or a combination of both. Key actors in this phase include community champions, local activists, urban designers, planners, government officials, academic institutions, NGOs, and advocacy groups. To ensure success, it is essential to engage diverse stakeholders early to build consensus and ground the issue in data. However, one must avoid assuming uniform community concerns and overlooking regulatory hurdles—broad consultation and early engagement with officials are crucial.

Project championing process when initiated by government agencies



Project championing process when initiated by non-government agencies

2.2 ASSESSING LOCAL COMMITMENT AND INSTITUTIONAL READINESS

The success of a tactical urbanism project relies on both community enthusiasm and government support. Presence of a civic champion or nodal officer, a history of community-led initiatives and availability of institutional support for low-cost pilots are some indicators of readiness. Evaluating the readiness and willingness of stakeholders ensures that the intervention has lasting impact. The following aspects must be gauged for a readiness assessment of the site under consideration:

Table I: Readiness assessment criteria for tactical urbanism site selection

CRITERIA	KEY ASPECTS TO ASSESS	GUIDING QUESTIONS
01 Community interest and willingness to engage	Level of awareness, enthusiasm, and capacity for collaboration among local stakeholders such as resident welfare associations (RWAs), shopkeepers, youth groups, and informal networks.	*Are residents or local groups actively discussing mobility or public space issues?*
		Are there existing forums or associations willing to co-create the intervention?
		Is there a history of community mobilisation in the area?
02 Government openness and institutional capacity	Willingness and ability of local government (ward or municipal level) to support and enable Tactical Urbanism, including legal and policy alignment.	*Do existing policies (e.g., NMT Plans, Complete Streets Policy) support such interventions?*
		Are relevant officials open to temporary or low-cost trials?
		What regulatory or procedural barriers might exist?
03 Partnership potential	Availability of non-governmental actors who can support design, implementation, outreach, or monitoring. Includes NGOs, trade associations, academic institutions, and professional networks.	*Are there local organisations or institutions that have worked on mobility or public space issues?*
		Can they provide technical, material, or human resource support?
		Is there alignment in values and goals?
04 Past precedents	History of similar initiatives in or near the site and the degree of community participation and support they received.	*Has the neighbourhood previously hosted pilots or public space improvements?*
		Were those efforts successful, sustained, or scaled?
		How cohesive is the community in mobilising for common causes?

2.3 COORDINATION AND COMPLIANCES

As momentum builds, the coordination and compliances phase becomes critical, requiring careful navigation of the institutional landscape. This stage involves securing necessary approvals and navigating regulatory frameworks, while fostering collaboration across various government departments and agencies.

Projects must be aligned with existing urban development plans and policies, and supported by legal clearances, safety protocols, and liability waivers. Key actors in this phase include urban local bodies, traffic and transport departments, parks and playgrounds authorities, municipal engineering teams, town planning offices, utilities boards, law enforcement agencies, and legal and policy experts. Effective coordination demands clear communication with regulatory bodies and thorough documentation of all approvals. It is important not to assume uniform regulations across jurisdictions. For this, local policy research is essential. Equally, skipping safety assessments can lead to liability issues that jeopardize the project's success.

2.4. IDENTIFYING OPPORTUNITIES FOR TACTICAL URBANISM DEMONSTRATION

To ensure Tactical Urbanism is both effective and meaningful, it is essential to identify **where** such interventions can create visible impact and **what** kinds of opportunities they are best suited to address. The following two frameworks provide guidance for this purpose:

1. **Opportunity criteria or 'What to look for'** outlines the functional and strategic conditions that make a site viable for tactical intervention, and
2. **Favourable urban characteristics or 'Where it works best'** describes the spatial and contextual qualities that tend to support walkability, public life, and behavioural change—making them strong candidates for demonstration projects.

Together, these frameworks help to align project goals with local conditions, ensuring both feasibility and long-term value.

Table II: Opportunity criteria or 'What to look for'

	OPPORTUNITY CRITERIA	KEY CONSIDERATIONS	GUIDING QUESTIONS
01	**Addressing existing gaps**	Presence of mobility-related infrastructure deficits	*Are there missing or unsafe pedestrian crossings?*
			Is there inadequate shade, seating, or lighting?
			Are certain users (children, elderly, PwDs) excluded from using the space safely?
02	**Suitable for tactical interventions**	Ability to test interventions such as pop-up bike lanes, temporary plazas, play streets, or wayfinding systems	*Is the site physically suited for temporary redesigns?*
			Can interventions be installed and removed with minimal disruption?
			Are basic materials and resources available locally?
03	**Low-cost, high-impact potential**	Scope for significant behavioural or perceptual change through minimal investment	*Will a modest intervention enhance safety, usability, or attractiveness of the space?*
			Could it lead to increased footfall or reduced vehicle dominance?
			Are positive spillovers likely (e.g., for vendors, school children)?
04	**Potential for policy influence**	Ability to serve as a demonstrative proof-of-concept for wider adoption	*Can the intervention support larger city goals (e.g., pedestrianisation, 15-minute city, complete streets)?*
			Will success be visible to policymakers, media, or other neighbourhoods?
			Could it be institutionalised through planning guidelines or design codes?

Table III: Urban characteristics favourable for tactical urbanism/ 'Where it works best'

	URBAN CHARACTERISTIC	WHY IT MATTERS	SITE ASSESSMENT CONSIDERATIONS
01	**Mixed land use**	Supports diverse, continuous pedestrian activity throughout the day	*Does the area have a blend of housing, shops, and public facilities?*
			Is the site active beyond office hours?
02	**Trip origins & destinations**	Higher footfall and more diverse user groups ensure greater relevance and visibility	*Is the site near schools, transport nodes, markets, or workplaces?*
			Does it serve daily routines of a broad demographic?
03	**Connectivity to transit**	Enhances multi-modal integration and first/last-mile improvements	*Is the location within 500m of a bus stop, metro station, or bicycle sharing station?*
			Can the intervention improve wayfinding or access to transit?
04	**Block density & size**	Smaller, walkable blocks encourage pedestrian circulation and street activity	*Is the street network fine-grained and well connected?*
			Are block lengths conducive to frequent crossing and visual interest?
05	**Existing street activities**	Active streets offer organic platforms for placemaking and engagement	*Are there informal vendors, seating areas, or group activities?*
			Are people already "claiming" the space in informal ways?
06	**Traffic flow patterns**	Sites with vehicular-pedestrian conflicts or unsafe behaviour benefit most from calming and reprogramming	*Is the area characterised by speeding, illegal parking, or poor traffic discipline?*
			Are there existing safety concerns expressed by users?

2.5. FIELD STUDIES AND MAPPINGS FOR DESIGN DEVELOPMENT

A fundamental objective of conducting field studies and mapping is to understand the site's existing conditions and user patterns. These studies guide the identification of root causes, inform design direction, and ensure that interventions respond to actual challenges rather than perceived ones. They also serve as the analytical backbone of design development, helping the project team move from what is observed to **what must be addressed.**

The table presented in the next few pages may be used as a framework for the diagnosis phase. It is recommended to combine high-frequency, low-tech tools (e.g., field audits, intercept surveys) with base maps (e.g., land use, green cover). For each method, assigning team members, timelines, and tools needed (GPS, tally sheets, mobile apps, etc.) will help streamline the process.

Table IV: Field study framework for tactical urbanism design development

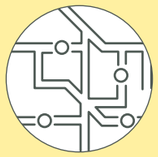
DATA COLLECTION PARAMETER/ ASPECT	PURPOSE	KEY INDICATOR(S)	RECOMMENDED FREQUENCY	INSIGHTS GAINED	DOCUMENTATION METHODS
01 **STREET WIDTH & RIGHT-OF-WAY** 	Available Width and whether it is uniform or varying	Available Width and whether it is uniform or varying	Once (base layer)	Determines the extent of intervention (e.g., can you extend a sidewalk without blocking movement?)	*Tape measure* *GIS base maps* *Google Street View* *City road RoW maps*
02 **STREET NETWORK MAPPING** 	Assess connectivity, block size, and accessibility	Block density Intersection density Link-node ratio	Once (base layer)	Reveals walkability potential and route efficiency	*GIS base maps, Google Street View*
03 **LAND USE & BUILDING USE MAPPING** 	Understand street-facing activity and land function mix	Active frontages Commercial/ institutional/ residential/ cultural presence	Once; update annually	Identifies trip generators, edge conditions, and potential for public life Preserves identity, respects cultural spaces, and amplifies local context in design	*Photography Mapping* *Community input on significance of spaces*
04 **WALKABILITY & CYCLABILITY ASSESSMENTS** 	Evaluate infrastructure quality and user safety; Assess infrastructure quality and user experience; Identify barriers to active mobility	Sidewalk continuity Curb ramps Lighting Crossings Obstructions Presence of safe bike lanes Surface conditions Conflicts	Baseline + periodically (especially pre- and post-intervention)	Detects missing links, unsafe conditions, poor maintenance and infrastructure gaps in NMT network	*SPARK Assessment* *Handle bar surveys*

Table IV: Field study framework for tactical urbanism design development

DATA COLLECTION PARAMETER/ ASPECT	PURPOSE	KEY INDICATOR(S)	RECOMMENDED FREQUENCY	INSIGHTS GAINED	DOCUMENTATION METHODS
05 **ACTIVE TRAVEL MOVEMENT STUDIES** 	Understand where, when, and how people walk; Trace informal pedestrian/ cyclist paths; Analyse routine movement patterns and key corridors	Informal crossings Path wear patterns; Trip frequency Time of day Origin/destination spread	At multiple times of day	Reveals desire lines, peak foot traffic, informal behaviours; Indicates infrastructure misalignments or unmet user needs; Aids in locating priority zones for pedestrian safety improvements	*Time-lapse photography* *Desire Line Mapping* *Journey Mapping / Origin - Destination Assessment*
06 **TRAFFIC COUNTS (VEHICLE & NMT)** 	Quantify motor traffic flows, volume and modal share	Peak hour volume Speed Modal split	Morning/evening peaks for 3–5 weekdays and 1 weekend	Measures intensity of movement, modal balance, conflict points; Supports arguments for space reallocation and calming measures; Informs intervention scale and supports design justification	*Time-lapse photography* *Physical counting*
07 **ROAD ACCIDENT DATA ANALYSIS** 	Pinpoint dangerous locations and causes	Crash hotspots Type of accident Time of day Severity	Annually (or as per traffic police data release)	Validates site selection for safety interventions; Targets locations with urgent need for safety and calming measures	*Maps* *Hotspots of incidents and bottlenecks*
08 **CLIMATE DATA ANALYSIS** 	Understand environmental conditions affecting usability	Heat index Rainfall frequency UV exposure	Seasonal; rely on existing weather station data	Helps plan for comfort (shade, drainage, materials)	

Table IV: Field study framework for tactical urbanism design development

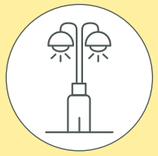
DATA COLLECTION PARAMETER/ ASPECT	PURPOSE	KEY INDICATOR(S)	RECOMMENDED FREQUENCY	INSIGHTS GAINED	DOCUMENTATION METHODS
09 **GREEN COVER MAPPING** 	Assess presence of tree canopy and comfort conditions	Shade index Tree density per block Canopy spread	Once; update with street improvements	Informs cooling strategies and long-term comfort planning Informs placement of seating or pedestrian routes	*Canopy mapping* *Solar exposure charts* *Tree inventory* *Shade index* *Tree density per block* *Canopy spread*
10 **LIGHTING CONDITIONS** 	Assess visibility and safety at night, especially for most vulnerable road users.	Quantitative illuminance calculations Lux measurements Street light frequency Perception of safety	Night time survey. Update every 6 months	Impacts nighttime usability and safety, especially for women and children	*Day/night comparison photos* *User surveys on nighttime perceptions*
11 **STREET FURNITURE & UTILITIES** 	Account for comfort and attractiveness	Perceived usability Comfort for active road users	Once. Update annually	Accounts for poles, transformers, drains, benches, etc. that could obstruct or enhance interventions	*Utility maps* *On-site audit with photos and GPS tags*
12 **VISIBILITY & SIGHTLINES** 	Traffic safety and ensuring vision for night drivers and riders.	Quantitative illuminance calculations Lux measurements Shadows and glare	Night time survey. Update every 6 months	Ensures safe crossings and seating placements Avoids blind spots or collision risk	*View cones* *Line-of-sight sketches* *Cyclist/pedestrian height markers*

Table IV: Field study framework for tactical urbanism design development

DATA COLLECTION PARAMETER/ ASPECT	PURPOSE	KEY INDICATOR(S)	RECOMMENDED FREQUENCY	INSIGHTS GAINED	DOCUMENTATION METHODS
13 **DRAINAGE & SURFACE QUALITY** 	Ensure suitability of active mobility under various weather conditions	Run-off time and quality in rainy seasons	Seasonal; or during heavy rain seasons	Prevents pooling, ensures paint/fixtures last through weather	*Visual inspection after rainfall* *Slope checks* *Photography*
14 **USER GROUP MAPPING** 	Identify vulnerable or underrepresented user groups	Age Gender Ability Occupation profiles	Periodic with community input; refresh with key demographic shifts	Enables inclusive design by addressing specific needs	*Time-lapse photography* *Observation diaries* *Interviews* *Street Intercept Surveys*
15 **USER PERCEPTION SURVEYS** 	Gauge community views on mobility, comfort, and willingness to engage	Trust Satisfaction Fear points Interest in co-creation	Baseline + post-intervention	Measures public support and perceived impact	*Interviews* *Street Intercept Surveys*
16 **STAKEHOLDER ACTIVITIES & INFORMAL USES** 	Gather real-time user feedback on mobility and place use	User satisfaction Perceived safety Route choices	Monthly or quarterly (depending on scale)	Captures lived experience and behavioural preferences Accounts for everyday use by vendors, parkers, children, etc.—avoids disruption and supports coexistence	*Time-lapse photography* *Observation diaries* *Interviews* *Street Intercept Surveys*

It is important to note that accurate documentation also supports permit applications, stakeholder buy-in, and future maintenance planning. In this light, listed here are some field documentation tips:

- ☑ **Always document during different times of the day** to capture variations in use, shade, congestion, and light
- ☑ **Use geo-tagged photographs** to ensure spatial accuracy
- ☑ **Include annotated sketches or overlay maps** showing both problems and opportunities
- ☑ **Engage community members** to identify what isn't visible (e.g., flooding during monsoons, informal vending schedules)

Presented here is a field studies and mapping template laid out with 5 sections:
Section A: Physical observations
Section B: User behaviour observations
Section C: Activity mapping & conflict points
Section D: Mobility & connectivity notes
Section E: Community input (quick notes from informal conversations)

The template can be printed and used as is or used as reference to be adapted for a specific local context.

Tactical urbanism site analysis: Field studies and mapping template

This template is designed to be printable or adaptable into Excel/Google Sheets or a digital survey tool like KoboToolbox or Jotform.

DATE:		**LOCATION/ Site ID:**	
TIME:		**SURVEYOR NAME(S):**	

Section A: Physical observations

FEATURE	PRESENT? (Y/N)	CONDITION (GOOD/ FAIR/ POOR)	NOTES/ OBSERVATIONS
Footpath/Sidewalk			
Pedestrian Crossings			
Cycle Tracks			
Speed Calming Measures (E.g. Humps, Signage)			
Lighting			
Shade / Trees			
Street Furniture (benches, bins, etc.)			
Drainage / Water Logging Signs			
Informal Vendors / Street Activities			
Encroachments or Obstructions			

Section B: User behaviour observations

TIME OF OBSERVATION	USER GROUP	OBSERVED BEHAVIOUR	NOTES (E.G. DESIRE LINES, CONFLICTS, INFORMAL ACTIVITY)
e.g., 8:30 AM	School children	Crossing mid-block, walking on road edge	Crossing desire line across unmarked intersection
	Elderly / PwDs	Avoiding street due to narrow walkway	
	Vendors	Setting up near bus stop	
	Pedestrians	Waiting at median for long gaps in traffic	

Section C: Activity mapping & conflict points

LOCATION	OBSERVED USE	TIME OF USE	TYPE OF CONFLICT (IF ANY)	SUGGESTED INTERVENTION IDEA
Example: Corner of Market Rd & Temple St	Gathering / resting	Afternoon	Pedestrians competing with vendor carts	Relocate Carts, add benches

Section D: Mobility & connectivity notes

TRIP GENERATORS NEARBY	DISTANCE FROM SITE	IS THERE SAFE ACCESS? (Y/N)	BARRIERS NOTED
School	150m	N	No safe crossing on main road
Bus Stop	80m	Y	-
Public Toilet	200m	N	Narrow access alley, poor lighting
Park / Playground	300m	N	Blocked by parked vehicles

Section E: Community input (quick notes from informal conversations)

STAKEHOLDER	CONCERN RAISED / SUGGESTION OFFERED
Shopkeeper	Wants more space in front for loading/unloading
Parent	Requests zebra crossing near school gate
Street vendor	Concerned about being displaced
Elderly resident	Avoids street in evenings due to poor lighting

2.6 PROBLEM TREE ANALYSIS AND SETTING OBJECTIVES

Tactical Urbanism is often mistaken for a spontaneous design fix. In reality, it must be rooted in a clear understanding of the underlying challenges it seeks to address. A Problem Tree Analysis enables practitioners to break down a visible urban issue into its deeper causes and broader consequences. It helps answer the critical question: **Why are we doing what we are doing?**

This tool is especially effective when used early in the design development phase, ideally following the site studies and mappings to develop **sharply focused, context-specific interventions** that target not just symptoms but root causes. In the next page are steps to conduct a Problem Tree Analysis:

Steps to conduct a problem tree analysis

01. DEFINE THE CORE PROBLEM

Identify the key challenge you seek to address through Tactical Urbanism

e.g., Unsafe pedestrian environment near school

02. IDENTIFY DIRECT CAUSES

Determine the immediate, visible reasons behind the problem

e.g., High vehicle speeds, Lack of crossings, Encroached footpaths

03. TRACE ROOT CAUSES

Go deeper—what systemic or design failures are driving these direct causes?

e.g., Poor enforcement, Car-centric street design, Lack of maintenance policy

04. LIST THE CONSEQUENCES

Capture what happens if the issue remains unaddressed

e.g., Low walkability, Accidents, Decline in school attendance, Women avoid street

05. FRAME OBJECTIVES

Set clear, outcome-oriented objectives that state what it will be like if the problem is addressed

e.g., Enhance child pedestrian safety through visible crossing infrastructure

06. LINK TO TACTICAL INTERVENTIONS

Identify what tactical strategies could address one or more root causes

e.g., Painted crossings, Street narrowing with planters, Speed-calming signage, Vendor zone demarcation

2.7 DESIGNING TACTICAL URBANISM SOLUTIONS TO ADDRESS IDENTIFIED CHALLENGES

Designing Tactical Urbanism interventions involves **strategically selecting tools that respond directly to local challenges** while advancing defined project objectives. This section presents an organised typology of interventions grouped by **impact area**, allowing practitioners to align design solutions with mobility and livability goals.

Each intervention is quick to implement, low-cost, and adaptable for varied urban contexts, especially across cities in the Global South where resources may be limited, but ingenuity is abundant. It is recommended to keep returning to the problem tree analysis and objectives table when selecting interventions. The strongest designs are not the most visually exciting, but the ones that directly respond to user needs, spatial gaps, and policy contexts. Proposed design interventions must be aligned with the defined objectives and may be categorized based on their specific impact areas as:

IMPACT AREA	OBJECTIVE	INTERVENTIONS
CONNECTING PLACES AND PEOPLE	Enhance walkability and active mobility by expanding access and infrastructure for pedestrians and cyclists.	Extended Sidewalks
		Pop-up Protected Bike Lanes
REDUCING CONFLICT BETWEEN MOBILITY AND LIVABILITY	Calm traffic, improve safety, and rebalance streets in favour of vulnerable users.	Streamlining Carriageway
		Intersection Fix
		Pedestrian Crossing
		Traffic Calming
		Parking Reorganization
		Street Murals / Road Markings
IMPROVING ACCESS TO PUBLIC TRANSPORT	Strengthen last-mile connectivity and comfort for transit users.	Bus Stop Improvements
		Bus Lanes / Bay Markings
PLACEMAKING TO IMPROVE LIVABILITY	Activate public spaces and foster community interaction and comfort.	Pedestrian Plazas
		Stationary Activity Zones
		Parklets
		Shade Structures
		Seating
		Landscaping / Planting
		Lighting
		Art in the Street
WAYFINDING TO IMPROVE LEGIBILITY	Help users navigate urban spaces with clarity and confidence.	Sign Boards
		Floor Signage
		Trail Markings

2.8 PARTICIPATORY DESIGN WORKSHOPS

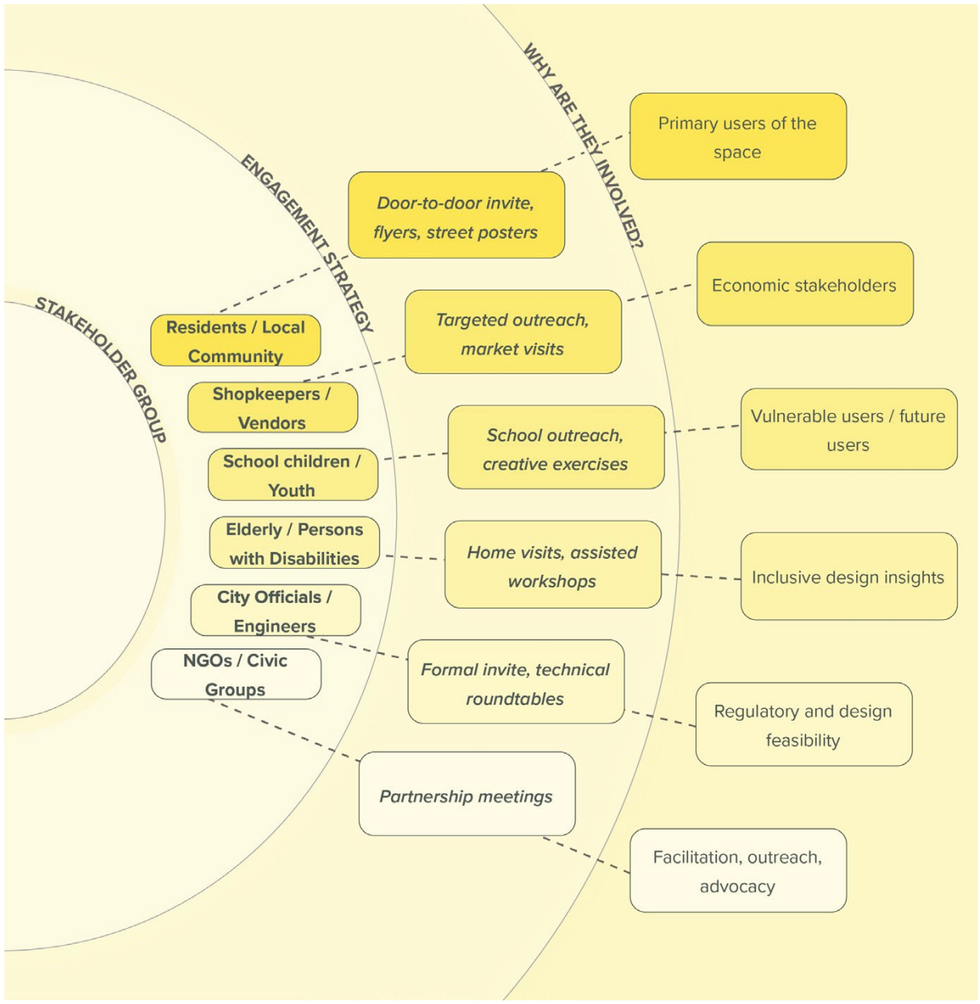
Tactical Urbanism thrives when interventions are **shaped by those who use the street every day**. Participatory design workshops offer a platform to collaboratively refine ideas, test assumptions, and embed community and hyperlocal knowledge into the design process. They help translate technical proposals into locally resonant, socially accepted solutions—while also building civic ownership. They also help navigate sensitive issues (e.g., relocation of vendors or parking spaces) and reduce risk of opposition or post-implementation resistance.

Participatory Workshops can be conducted before finalizing the intervention to identify deal-breakers or unexpected ideas or during prototyping to gather real-time feedback on mock-ups. They can also be conducted post-implementation to evaluate effectiveness and plan for scaling. One key thing to take note of is never to start the workshop with the design. Starting with a map, a question, or an image from their street or public space and letting participants fill in the blanks with their own experience yields better results.

This section outlines formats and methods that can be deployed to **build trust, gather input, and prototype ideas before implementation.**

Stakeholder Mapping is a preparatory step to determine the type of engagement strategy for each stakeholder. After listing all the stakeholders exhaustively, it is important to map their level of interest and level of influence in the context of the project objectives as derived from the problem tree analysis.

How interested the stakeholder group is in achieving the stated objective and how much agency they have to do so is a precursor to picking an appropriate engagement strategy with that stakeholder group. The sample diagram presented here elucidates this:



Subsequent to stakeholder mapping and choosing the engagement strategies, various participatory methods and tools may be deployed as listed on the right.

	Key Participatory Methods and Tools	*Ideal Participants*
Method / Purpose	**Community Engagement Sessions** Understand lived experiences, concerns, and aspirations of local users	Residents, Shopkeepers, Commuters, Children, Elderly e.g., Unsafe pedestrian environment near school
Tools	**Walk-alongs, story circles, focused group discussions, photo diaries**	
	Co-Design Activities Collaboratively generate design solutions with local creativity and insight	Youth, Residents, Artists, Informal workers
	Mapping exercises, sketching stations, Lego/stencil modeling, street mapping games	
	Prototyping & Feedback Loops Test design ideas through real-world, temporary setups and gather feedback	Public users, Passersby, Maintenance staff
	Mock-ups, Q-sorting exercises, post-it voting, comment walls	
	Stakeholder Coordination Meetings Ensure design ideas align with regulatory, political, and operational realities	Ward engineers, Planners, Transport dept, Police, Elected reps
	Roundtable discussions, consensus mapping, policy walkthroughs	
	Visualization Tools Help participants better understand abstract spatial proposals	General public, Technical officials, Vulnerable user groups
	Before–after montages, 3D mock-ups, VR simulations, animated walkthroughs	

Some expected outcomes of a participatory design exercise include but are not limited to:

- ☑ **Key community insights**
  e.g., Elderly prefer shaded rest points every 100m
- ☑ **Preferred interventions**
  e.g., More interest in pedestrian plazas than bike lanes
- ☑ **Design adjustments suggested**
  e.g., Move seating away from vendor stalls to reduce congestion
- ☑ **Stakeholder commitments**
  e.g., Shopkeepers willing to maintain new planter beds
- ☑ **Points of concern / resistance**
  e.g., Concerns about loss of parking space
- ☑ **Follow-up actions**
  e.g., Share draft design visualisations within 2 weeks

2.9 SELECTING THE MATERIAL PALETTE FOR TACTICAL URBANISM INTERVENTIONS

Material selection is critical to the success of tactical urbanism initiatives. Materials must balance **functionality, durability, and aesthetic impact** with the core principles of **low-cost implementation, modularity**, and **ease of removal or adaptation**. This section provides a reference framework for choosing materials that are context-sensitive, sustainable, and practical for cities in the Global South.

Key considerations for material selection

CRITERIA	*QUESTIONS TO ASK*
Functionality	*Does the material serve its purpose effectively in the proposed context (e.g., guiding movement, seating, visual cueing)?*
Durability	*Can it withstand weather, foot traffic, and minor vandalism over the short to medium term?*
Ease of installation & removal	*Can it be deployed and dismantled with limited technical support?*
Cost-effectiveness	*Does it offer high visual or functional impact at a low cost? Can local sourcing reduce logistics?*
Aesthetic appeal	*Will it make the street more inviting? Does it reflect local identity or culture?*
Sustainability	*Can recycled, reused, or locally available eco-friendly materials be prioritised?*

Table V: Suggested material palette matrix

INTERVENTION TYPE	RECOMMENDED MATERIALS	SUSTAINABILITY OPTION
PARKLETS / SEATING	Bamboo, recycled wood, crates	Reused shipping pallets
BIKE LANE BUFFERS	Tyres, painted bricks, cones	Reclaimed tyres from garages
STREET MURALS	Road marking paint, community paint drives	Natural pigments where feasible
SHADE STRUCTURES	Fabric offcuts, reused banners, upcycled plastic, repurposed umbrellas	Recycled cloth or jute
BOLLARDS / DELINEATORS	Plastic cones, metal drums	Bamboo or salvaged PVC
ART & WAYFINDING ELEMENTS	Painted arrows, murals, stencil signage, thermoplastic tape	Skid-resistant, non-toxic paint
LIGHTING & SAFETY	Solar garden lights, reflectors, painted poles	Low-voltage and solar lights
STREET FURNITURE	Movable benches, planter boxes, stools, earthen pots, repurposed barrels, painted metal drums	Can be made with wood, bamboo, or reused crates/ pallets, tyres
SOFT LANDSCAPING	Potted plants, turf mats, vertical gardens	Use native, drought-resistant species of plants

Material sourcing tips for global south contexts:

Use what exists: Reclaim surplus materials from city depots or public works yards

Build with communities: Engage local carpenters, fabricators, and community based organisations for material creation

Partner with recyclers: Establish tie-ups with municipal solid waste departments or scrap vendors

Test and refine: Prototype with low-cost versions before scaling (e.g., chalk paint before road paint)

2.10 FINANCIAL PLANNING FOR TACTICAL URBANISM PROJECTS

While tactical urbanism is cost-effective and resource-light compared to capital-intensive urban projects, it still demands careful financial planning to ensure quality, safety, and scalability. In many cities of the global south, limited budgets, bureaucratic constraints, and unpredictable cash flow can derail even the most compelling interventions. This chapter offers a breakdown of key budgeting heads, along with considerations for funding and financial management of tactical urbanism projects.

BUDGETING FOR TACTICAL URBANISM PROJECTS

Effective budgeting is essential to the success of tactical urbanism projects. Thoughtful allocation of resources is essential to ensure safety, inclusivity, and adaptability throughout the project cycle. This section outlines key budget categories and considerations that practitioners should account for when planning tactical interventions:

1. Materials & supplies

Includes paints, planters, seating, signage, traffic cones, modular flooring, canopies, and other physical elements.Prioritize low-maintenance, durable, and locally-sourced materials to reduce both cost and logistical burden.

2. Labour / Installation

Covers skilled and semi-skilled labor for site preparation, assembly, and installation.

3. Transport & logistics

Includes movement of materials to and from the site, storage, and handling equipment. Consider vehicle rental, fuel, loading/unloading crew, and temporary storage space if needed.

4. Design & documentation

Allocates for planning, rendering, mapping, photography, and video documentation for outreach and impact tracking. May cover consultants or design professionals contributing to co-creation and visualization.

5. Communication & outreach

Covers branding (both physical and digital), flyers, posters, social media assets, and awareness campaigns. Includes costs for stakeholder meetings and co-design workshops.

6. Permits / Compliance

Includes fees for municipal permits, traffic permissions, and other statutory clearances.
May also account for insurance or liability coverage depending on local norms.

7. Volunteer support

Allocates for refreshments, protective gear, travel stipends, and recognition items for volunteers.
Supports community engagement and fosters ownership during and after roll-out. design adjustments.

8. Contingency (minimum 10%)

Reserved for unforeseen expenditures such as weather delays, emergency repairs, or design adjustments.
Should be flexible but well-documented to maintain budget transparency.

The table presented here can be used as a suggested checklist for preparing a budget statement for tactical urbanism projects and is organised across the key stages of the project cycle.

Table VI: Suggested checklist for preparing a stage-wise budget statement for tactical urbanism projects

	COST CONSIDERATIONS	COST ELEMENTS
01 DIAGNOSIS AND DESIGN DEVELOPMENT	Site analysis and mapping tools	GIS data, field equipment, mobility studies
	Consultant /Expert fees	Designers, planners, accessibility experts
	Community engagement	Venue rentals, refreshments, translation services
	Design prototyping	Temporary models, 3D printing, sketches, test materials
	Design software and licensing	Open-source is ideal; budget for proprietary tools if needed
02 ON-GROUND IMPLEMENTATION	Materials	Paints, modular street furniture, barricades, planters
	Equipment	Brushes, tools, safety gear
	Labour	Skilled and unskilled, preferably local
	Community/ volunteer engagement	Refreshments, stipends/ honorariums
	Permits and logistics	Transport, storage, municipal permissions
	Safety and traffic management	Signage, cones, marshalls, insurance if applicable
	Maintenance	Cleaning, repairs during trial duration

Table VI: Suggested checklist for preparing a budget statement for tactical urbanism projects

	COST CONSIDERATIONS	COST ELEMENTS
03 KNOWLEDGE CAPITALISATION	Photography and videography	Before-after shots, drone footage, interviews
	Data collection tools	Sensors, survey forms, printing
	Analyst and writing fees	Impact assessment, policy briefs
	Knowledge products	Reports, toolkits, dashboards
	Archiving and cloud platforms	Digital storage, website hosting, domain registration
04 COMMUNICATION	Graphic design	Posters, flyers, signage, branding
	Social media management	Content creation, ad boosts, moderation
	Events and public programming	Launch events, workshops, street festivals
	Media partnerships	Local radio, press kits, journalist outreach
	Interpretation aids	Multilingual content, inclusive visuals

Once funding is secured, transparent and accountable management becomes essential. This may be ensured through the following:

Budget structuring: Develop clear budget categories for materials, programming, stewardship, and contingency. Include line items for monitoring and maintenance.

Tracking expenditure: Use simple, accessible tools (like Excel sheets, mobile apps, or shared digital ledgers) to monitor outflows and avoid overruns.

Reporting frameworks: Prepare financial reports aligned with funder requirements and local government accounting standards.

Transparency protocols: Publicly share budget summaries through signage, events, or digital dashboards to build trust among stakeholders.

FINANCING TACTICAL URBANISM PROJECTS

Financing tactical urbanism projects requires not just creativity, but strategic navigation of diverse funding ecosystems. Two critical processes that underpin successful financial and administrative planning would be:

1. Identifying potential funding sources

Funding for tactical interventions may emerge from a rich mix of formal and informal channels, including:

- ***Local government budget lines*** Projects may tap into allocations under themes like public realm improvement, mobility pilots, or community engagement. Alignment with ward-level priorities or Smart City Mission goals can enhance feasibility.
- ***CSR & private sponsorship*** Partnerships with local businesses, corporations, or startups—especially those invested in sustainability, accessibility, or health—can open doors to financial and in-kind support.
- ***International grants & development funds*** Bilateral donors, development agencies, and climate resilience platforms such as GIZ, UN-Habitat, TUMI, or World Bank often support tactical pilots within broader strategic urban agendas.
- ***Academic & research collaborations*** Universities and think tanks may co-fund initiatives as part of action research or living labs, contributing both financial support and evaluative rigor.
- ***Crowdfunding & community contributions*** Grassroots campaigns via platforms or community events can mobilize residents to co-invest in their neighborhoods—especially effective for hyperlocal, high-impact interventions.
- ***In-kind support*** Volunteer labor, repurposed materials, public spaces, or pro-bono services from designers, artists, and contractors can substantially offset costs and deepen local ownership.

2. Developing compelling proposals and grant applications

Strong proposals are crucial to securing support and shaping perception:

- ***Narrative framing:*** Clearly articulate the problem, proposed intervention, target users, and expected impact—connecting to larger themes like climate action, mobility equity, or placemaking.
- ***Visualisation tools:*** Include maps, renders, diagrams, or scenario sketches to make interventions legible and relatable.
- ***Alignment with funder priorities:*** Mirror the language and goals of potential funders to increase resonance (e.g., “adaptive infrastructure,” “co-design,” “resilience dividends”).
- ***Capacity demonstration:*** Showcase team credentials, institutional support, and previous successes to reinforce credibility.
- ***Monitoring & evaluation plan:*** Outline how outcomes will be measured, documented, and scaled—underscoring knowledge capitalisation.

Tactical urbanism may be tactical in scale, but its ambition requires a professional approach to budgeting. Thoughtful financial planning allows for creativity, adaptability, and scale—all without compromising safety, transparency, or long-term impact. Whether funded by a municipal pilot program or a crowd-sourced campaign, every rupee, peso, or shilling must be accounted for—and leveraged with care.

Implementation and stewardship

03

The implementation and stewardship stage anchors the transition from concept to tangible impact, emphasizing agile implementation, active community involvement, monitoring, and impact assessment to ensure continued relevance and sustainability. This stage involves four key activities with their associated outputs:

01 **IMPLEMENTING A TACTICAL URBANISM PROJECT**

Deploy interventions using agile construction methods; prioritize safety and inclusivity during installation.

02 **STRATEGIC TIMING AND PROGRAMMING FOR ENGAGEMENT**

Activate the space through events, storytelling, participatory feedback sessions and stewardship models.

03 **MEASURING IMPACT IN TACTICAL URBANISM**

Monitor outcomes through field observations, usage metrics, and stakeholder interviews

04 **KNOWLEDGE CAPITALISATION**

Document the entire project cycle for replication and distill lessons for future projects.

This chapter outlines these essential activities for an effective tactical urbanism rollout—from planning logistics to choosing the right timing and programming to energize public participation as well as regular monitoring and iterations.

3.1 IMPLEMENTING A TACTICAL URBANISM PROJECT

Tactical urbanism thrives on its ability to move fast, test ideas, and adapt in real-time. However, behind the seemingly spontaneous interventions lies a well-orchestrated implementation plan that ensures smooth execution, broad engagement, and measurable results. If possible, soft launching the intervention with limited elements a day before the full event allows for troubleshooting while still under the radar, saving time and avoiding backlash.

Table VII: Checklist for designing an implementation strategy

STEPS	*KEY ACTIONS*	OUTPUT
1. DEFINE ROLES & TIMELINES	***Assign tasks across teams (design, logistics, outreach, volunteers)***	Gantt chart or task tracker
2. SECURE PERMISSIONS AND NOCS	***Coordinate with traffic police, ward officials, utilities, etc.***	NOCs, approvals
3. ORGANIZE LOGISTICS	***Confirm vendors, transport, storage, and installation crew***	Material movement plan
4. CONDUCT AWARENESS CAMPAIGNS	***Share what's happening and why with the community***	Posters, street announcements, social media
5. IMPLEMENT THE INTERVENTION	***Set up modular elements, street art, signage, and public spaces***	Completed installation
6. MONITOR & ADJUST	***Real-time fixes for public feedback, weather, or mobility disruptions***	• A real-time monitoring system in the form of a daily field log or checklist to track performance and revise elements dynamically. • On-site coordinators assigned for rapid issue resolution. • Social media platforms or surveys set up for real-time feedback.

3.2 STRATEGIC TIMING & PROGRAMMING FOR ENGAGEMENT

Successful roll-out of tactical urbanism projects hinges not only on the physical intervention, but on when and how the space is activated. Strategic timing ensures alignment with community rhythms, urban cycles, and institutional bandwidth—whether it's syncing with festival seasons, school schedules, or traffic lull periods.

Programming for engagement transforms installations into shared experiences, using events, storytelling, and participatory activities to foster dialogue, deepen ownership, and invite iterative feedback. This table offers guidance on designing strategic engagement that is timely, inclusive, and catalytic, supporting the long-term relevance and stewardship of tactical interventions.

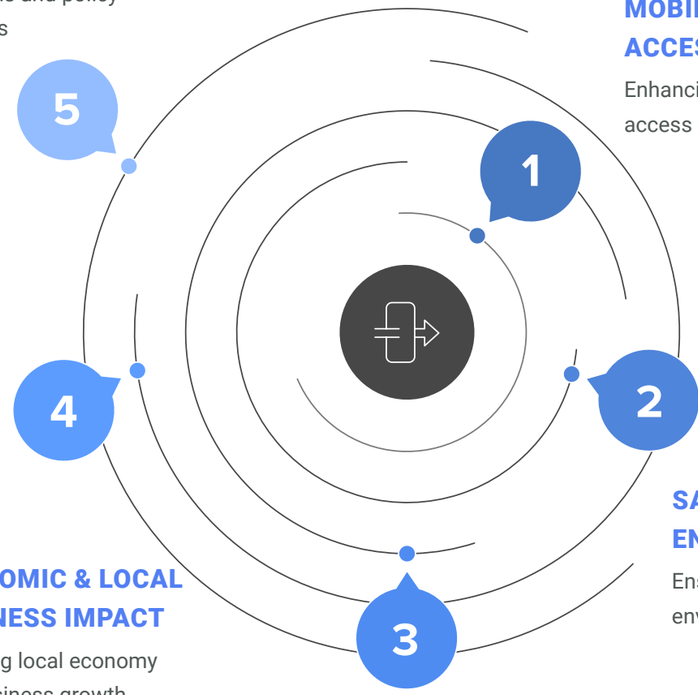
CRITERIA	STRATEGY
LAUNCH TIMING	Align with civic events, festivals, school holidays, or national observance days (e.g., World Car-Free Day, Smart Cities Week) for visibility and resonance.
INTERVENTION DURATION	Choose based on purpose: • Short-term (1–3 days): awareness, placemaking • Medium-term (1–4 weeks): pilot changes • Long-term (1–6 months): data collection, policy advocacy
COMMUNITY ACTIVATION	Embed the intervention in vibrant programming: • Guided walkthroughs • Art activities with children • Street performances or music • Vendor participation zones
MOBILITY COORDINATION	Work with local traffic officials to: • Avoid peak-hour disruptions • Ensure alternative routes if needed • Use signage and volunteer marshals for on-site management

3.3 MEASURING IMPACT IN TACTICAL URBANISM

Success in tactical urbanism is multi-dimensional. It must capture both quantitative metrics and qualitative feedback across mobility, safety, economy, engagement, environment, and policy influence as listed here:

REPLICABILITY & POLICY INFLUENCE
Promoting scalable solutions and policy changes

MOBILITY & ACCESSIBILITY
Enhancing movement and access within urban areas



SAFETY & ENVIRONMENTAL
Ensuring safety and environmental sustainability

ECONOMIC & LOCAL BUSINESS IMPACT
Boosting local economy and business growth

PUBLIC ENGAGEMENT & SOCIAL IMPACT
Fostering community involvement and social benefits

1. MOBILITY & ACCESSIBILITY METRICS

01

PEDESTRIAN & CYCLIST COUNTS (BEFORE/AFTER)
Track modal shifts and street usage

02

VEHICULAR SPEED REDUCTION
Gauge impact of traffic calming

03

DWELL TIME IN PUBLIC SPACES
Measure attractiveness and comfort

04

GHG REDUCTION ESTIMATES
Assess climate impact of modal shift

05

PERCEIVED SAFETY/ ACCESSIBILITY
Understand user comfort and inclusion

06

BEHAVIOURAL CHANGE TESTIMONIALS
Capture shifts in daily mobility practices

2. SAFETY & ENVIRONMENTAL METRICS

01

REDUCTION IN CRASHES/NEAR-MISSES
Evaluate safety improvements

02

CHANGE IN AIR QUALITY/ SURFACE TEMPERATURE
Environmental benefits from greening

03

HEALTH-RELATED FEEDBACK
Understand perceived well-being

KEY: Metric Purpose — Quantitative indicators; Metric Purpose — Qualitative indicators

3. PUBLIC ENGAGEMENT & SOCIAL IMPACT METRICS

01

NO. OF PARTICIPANTS IN PLANNING & EVENTS
Track inclusivity and participation

02

SOCIAL/MEDIA ENGAGEMENT VOLUME
Assess project visibility and awareness

03

SATISFACTION SURVEYS, COMMUNITY FEEDBACK
Capture local support and concerns

04

OBSERVED SPACE USAGE PATTERNS
Identify evolving behaviours and activities

4. ECONOMIC & LOCAL BUSINESS IMPACT METRICS

01

CHANGE IN BUSINESS FOOTFALL/REVENUE
Economic impact on local commerce

02

VENDOR ACTIVITY LEVELS
Gauge informal sector engagement

03

BUSINESS OWNER PERCEPTIONS
Contextualize economic outcomes

KEY: Metric Purpose — Quantitative indicators; Metric Purpose — Qualitative indicators

5. REPLICABILITY & POLICY INFLUENCE METRICS

01

 # OF POLICY CHANGES OR PERMANENT ADOPTIONS

Measure institutional uptake

02

SCALE OF REPLICATION IN OTHER AREAS

Demonstrate transferability

03

STAKEHOLDER WILLINGNESS TO SCALE

Gauge appetite for long-term investment

KEY: **Metric** Purpose — **Quantitative indicators** — **Metric** Purpose — **Qualitative indicators**

Lastly, success is not just a scorecard—it's a story.

Multi-layered evaluation empowers cities to align design outcomes with policy, iterate responsibly, and build momentum for broader transformation.

Sharing information for public engagement and communication in Pasig City, the Philippines

Risk assessment and risk mitigation

Tactical urbanism interventions are often experimental, temporary, and community-driven. While they offer a low-risk approach to testing urban design ideas, they are not without challenges. Identifying potential risks and planning mitigation strategies is essential to ensure safety, compliance, and project success.

04

Tactical urbanism's strength lies in its rapid deployment and low-cost adaptability—but these very attributes introduce a spectrum of risks that can impact safety, inclusivity, stakeholder confidence, and long-term viability.

This chapter helps to identify and manage these risks across two key stages of the tactical urbanism project cycle: the **Planning and coordination stage** and the **Implementation and stewardship stage**. Risks are also categorised as relating to **Safety, Legal/ Regulatory, Social/ Political and operational/ Logistical**. By categorizing risk types and corresponding mitigation strategies across these phases, practitioners can anticipate potential disruptions and tailor contextual responses accordingly.

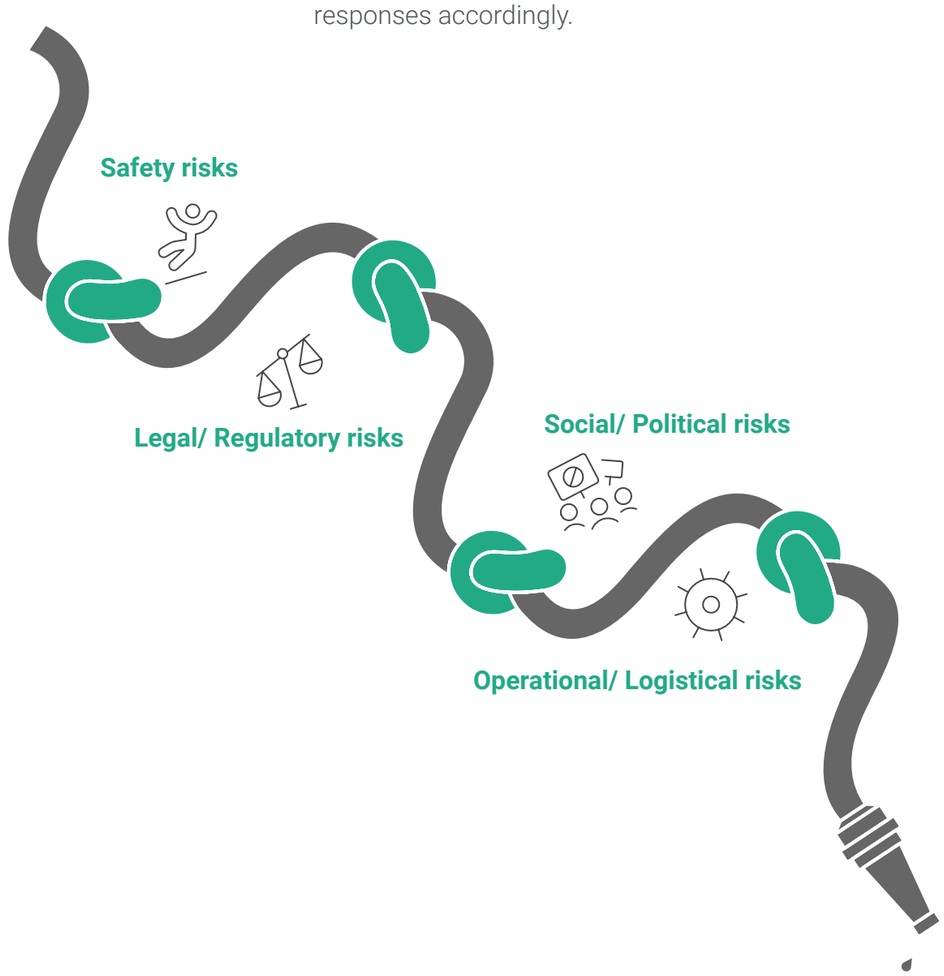


Table VIII: Checklist for risk assessment and mitigation for tactical urbanism projects

RISK CATEGORY 01 — SAFETY

POTENTIAL RISK TYPES TO LOOK OUT FOR	STAGE OF PROJECT TO LOOK OUT FOR THIS RISK TYPE	MITIGATION STRATEGY
TRAFFIC CONFLICTS	**Implementation & stewardship stage**	Pre-assess site; use reflective paint/barriers; schedule off-peak hours; provide signage and emergency access routes
TRIP HAZARDS	**Implementation & stewardship stage**	Keep area well-lit; provide signage and emergency access routes
POOR VISIBILITY	**Implementation & stewardship stage**	Keep area well-lit; provide signage and emergency access routes; use reflective paint/ barriers
WEATHER VULNERABILITY	**Implementation & stewardship stage**	Pre-assess weather patterns and schedule implementation and roll-out accordingly
HARASSMENT	**Implementation & stewardship stage**	Deploy security or police presence; keep area well-lit

RISK CATEGORY 02 — LEGAL/ REGULATORY

POTENTIAL RISK TYPES TO LOOK OUT FOR	STAGE OF PROJECT TO LOOK OUT FOR THIS RISK TYPE	MITIGATION STRATEGY
PERMIT DELAYS	**Planning & coordination stage**	Plan and secure permits early; align with existing plans
LIABILITY ISSUES	**Implementation & stewardship stage**	Establish and communicate legal waivers to all stakeholders involved
BUSINESS OPPOSITION	Both **Planning** & **Implementation** stages	Conduct stakeholder outreach

Table VIII: Checklist for risk assessment and mitigation for tactical urbanism projects

RISK CATEGORY **03** — **SOCIAL/ POLITICAL**

POTENTIAL RISK TYPES TO LOOK OUT FOR	STAGE OF PROJECT TO LOOK OUT FOR THIS RISK TYPE	MITIGATION STRATEGY
COMMUNITY PUSHBACK	Both **Planning** & **Implementation** stages	Communicate temporary nature; involve communities early; get local endorsements; engage businesses in design and use
POLITICAL DISINTEREST	**Planning & coordination stage**	Communicate temporary nature; involve communities early; get local endorsements; engage businesses in design and use
VANDALISM	**Implementation & stewardship stage**	Deploy security or police presence; keep area well-lit

RISK CATEGORY **04** — **OPERATIONAL/ LOGISTICAL**

POTENTIAL RISK TYPES TO LOOK OUT FOR	STAGE OF PROJECT TO LOOK OUT FOR THIS RISK TYPE	MITIGATION STRATEGY
LACK OF MANPOWER	**Implementation & stewardship stage**	Incentivize volunteers
RAPID WEAR AND TEAR	**Implementation & stewardship stage**	Use durable low-cost materials; pilot test designs
INSUFFICIENT FUNDS	**Implementation & stewardship stage**	Build contingency budget
MAINTENANCE GAPS	**Implementation & stewardship stage**	Assign local maintenance partners

Even with robust risk mitigation strategies, unexpected challenges may arise. A **real-time monitoring system** can help in quick decision-making by:

- ☑ Assigning on-site coordinators for rapid issue resolution
- ☑ Using social media or surveys for real-time feedback
- ☑ Tracking performance and revising elements dynamically

It is however important to note that risk is not failure. With proactive planning, tactical urbanism can be nimble yet dependable, experimental yet responsible. By embedding success metrics and risk safeguards into the design process, cities can turn tactical interventions into long-term levers for change.

Documentation of the before and after SPARK tactical urbanism intervention in Quezon City, the Philippines

Communication strategies and knowledge capitalisation

Effective storytelling and systematic knowledge capture are not add-ons—they are essential tools for transforming tactical interventions into lasting urban change.

05

Tactical urbanism thrives on visibility, iteration, and replication. This chapter outlines two essential dimensions that support these ambitions:

1. ***Strategic communication,*** which enables engagement, trust, and ownership across all stages of the intervention.
2. ***Knowledge capitalisation,*** which ensures that what's learned on the ground can inform future projects, policies, and institutional practice.

Effective communication is the backbone of a successful tactical urbanism project. A well-planned strategy ensures broad engagement, fosters community support, and maximizes the project's potential for long-term change thereby creating meaningful and lasting impacts in cities.

5.1 COMMUNICATION STRATEGIES ACROSS PROJECT STAGES

Clear, timely, and inclusive communication is foundational to tactical urbanism. It builds transparency, encourages public participation, and ensures that even temporary interventions generate long-term legitimacy and support. The following spreads lay out the key steps involved, people resources to be deployed and a set of do's and don'ts for three project stages i.e.

01 PRE-IMPLEMENTATION

02 DURING IMPLEMENTATION

03 POST-IMPLEMENTATION

1. Pre-implementation communication

The key steps involved in pre-implementation communication are:

01. STAKEHOLDER IDENTIFICATION & ENGAGEMENT

Identify key stakeholders such as local government officials, residents, business owners, urban planners, and community organizations.

02. PUBLIC CONSULTATION & FEEDBACK COLLECTION

Organize town hall meetings, focus group discussions, and surveys to understand local needs and gather input.

03. MESSAGING & BRANDING

Develop a strong, clear message that communicates the objectives, benefits, and temporary nature of the intervention.

04. MEDIA & OUTREACH CAMPAIGNS

Utilize social media, local newspapers, flyers, posters, and radio broadcasts to spread awareness. Put up traffic signages and broadcast traffic advisories both online and offline through the city's Traffic Management department.

05. BUILDING STRATEGIC PARTNERSHIPS

Collaborate with local advocacy groups, universities, artists, and businesses to strengthen credibility and reach.

PEOPLE & RESOURCES INVOLVED

Community leaders and residents
Core participants ensuring project relevance

Urban designers and planners
Technical experts shaping urban spaces

Local government representatives
Official support and policy guidance

Communication specialists and graphic designers
Visual communicators enhancing engagement

Social media managers and local media outlets
Amplifiers of project awareness

DO'S & DON'TS

✓ Do ensure transparency by sharing project details openly.
✓ Do create engaging visuals (videos, infographics) to communicate effectively.
✓ Do address concerns proactively to build trust.

✗ Don't overlook local voices—ensure that marginalized groups are included.
✗ Don't assume all stakeholders understand tactical urbanism—provide context and examples.

2. Communication during implementation

The key steps involved in pre-implementation communication are:

01. LIVE UPDATES & REAL-TIME ENGAGEMENT

Use social media, live streaming, and local news updates to keep the community informed.

02. TRAFFIC SIGNAGE & ADVISORY

Traffic signages/traffic advisories, both online and offline, from the city traffic management department

03. ON-SITE SIGNAGE & WAYFINDING

Install clear signage explaining the intervention's purpose, duration, and expected outcomes.

04. ENGAGEMENT ACTIVITIES

Organize participatory activities such as street art, community chalkboards, and pop-up discussions.

05. FEEDBACK COLLECTION

Set up on-site suggestion boxes, QR-code surveys, or interactive installations to capture public sentiment.

06. CRISIS & ISSUE MANAGEMENT

Have a rapid response plan for handling complaints, misunderstandings, or logistical challenges.

PEOPLE & RESOURCES INVOLVED

Tactical urbanism project team
The core team leading the project

Volunteers and community representatives
Aiding the project team, rerouting traffic, public etc.

Local government and enforcement agencies
if required for road closures, etc.

Artists and event organizers
Overseeing logistics and implementation

Social media coordinators
Documenting and amplifying project progress and disruptions

DO'S & DON'TS

✓ Do document the intervention through photos, videos, and testimonials.
✓ Do encourage participation to foster a sense of ownership.
✓ Do remain flexible and adaptable to address challenges on the spot.

✗ Don't dismiss negative feedback—use it as constructive input.
✗ Don't assume everyone will understand the project immediately—keep communication ongoing.

Incorporating information in the design of the SPARK tactical intervention in Quezon City, the Phlippines

Traffic advisory during the implementation of SPARK tactical urbanism intervention in Pasig City, the Philippines

3. Post-implementation communication

The key steps involved in post-implementation communication are:

01. IMPACT ASSESSMENT & REPORTING

Publish data on usage, public response, and key takeaways through reports and visual storytelling.

02. MEDIA OUTREACH & STORYTELLING

Share success stories through blogs, newsletters, podcasts, and news articles.

03. ADVOCACY FOR SCALING UP

Engage policymakers and decision-makers using project data to push for permanent changes.

04. CONTINUED COMMUNITY ENGAGEMENT

Maintain an online platform or community group for sustained discussion and updates.

05. REFLECTION & LEARNING

Host debrief sessions with stakeholders to discuss lessons learned and future improvements.

PEOPLE & RESOURCES INVOLVED

Data analysts and researchers
To gather insights and metrics

Policy advocates and city officials
To advocate for permanent changes using project data and insights

NGOs and urban policy think tanks

Community members and local businesses
To evaluate, reflect on and discuss scalable changes

Media and content creators
To share success stories from the project

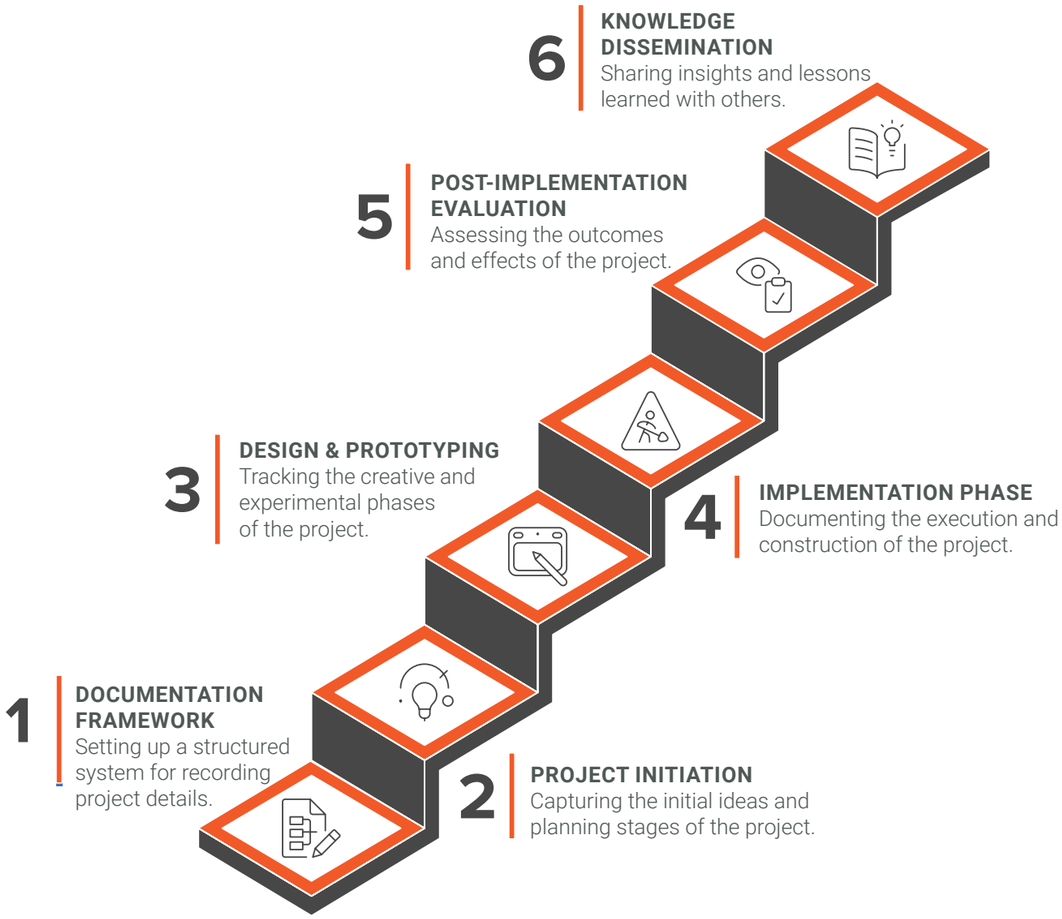
DO'S & DON'TS

✓ Do celebrate the community's role in the project's success.
✓ Do provide open access to findings and encourage replication.
✓ Do follow up with decision-makers to advocate for long-term solutions.

✖ Don't let momentum fade—keep the conversation going.
✖ Don't present failures as setbacks—frame them as learning experiences.

5.2 KNOWLEDGE CAPITALISATION: DOCUMENTING FOR REPLICATION AND LEARNING

Systematically capturing the stages of tactical urbanism projects for knowledge capitalization is essential to ensuring that tactical urbanism interventions can be replicated, refined, and scaled up. This section outlines key efforts needed to capture each stage of work effectively.



1. ESTABLISHING A DOCUMENTATION FRAMEWORK

To ensure consistency in capturing the stages of tactical urbanism projects, a structured framework should be developed, outlining:

OBJECTIVES

Define the purpose of documentation—whether for advocacy, policy influence, capacity-building, or public awareness.

KEY PERFORMANCE INDICATORS (KPIs)

Establish measurable indicators such as engagement levels, behavioral changes, and environmental impact.

ROLES AND RESPONSIBILITIES

Assign clear documentation tasks to different team members, such as photographers, interviewers, data analysts, and community liaisons.

TOOLS AND PLATFORMS

Identify digital and physical platforms for documentation, including reports, GIS mapping, social media, and interactive dashboards.

2. CAPTURING THE PROJECT INITIATION STAGE

This phase involves defining the problem, setting objectives, and gaining stakeholder buy-in. Documentation efforts should focus on:

BASELINE DATA COLLECTION

- Conduct surveys, traffic counts, and behavioral studies to establish pre-intervention conditions.
- Capture existing site photographs and spatial analyses.

STAKEHOLDER MAPPING & ENGAGEMENT

- Record meeting minutes and agreements with local authorities, community groups, and funding partners.
- Document initial feedback through interviews or focus groups.

CONCEPT DEVELOPMENT & PLANNING

- Archive sketches, concept notes, and proposals.
- Develop a repository of research references and precedent studies.
- Maintain a timeline of key milestones and decision points.

3. TRACKING THE DESIGN AND PROTOTYPING STAGE

Tactical urbanism relies on iterative design, and this stage should be well documented to capture evolution in thinking by capturing:

PILOT TESTING & ITERATIONS

- Record design changes through sketches, photographs, and feedback logs.
- Document community participation in co-design activities.

MATERIAL AND RESOURCE MAPPING

- Track sourcing of temporary materials, costs, and logistics.
- Record partnerships with artists, local craftsmen, and material suppliers.

REGULATORY PROCESSES

- Archive permissions, permits, and official approvals.
- Maintain correspondence records with all involved agencies.

4. DOCUMENTING THE IMPLEMENTATION PHASE

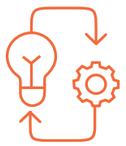
This phase involves real-time monitoring of the intervention's setup, execution, and immediate impact.

VISUAL AND SPATIAL RECORDS

- Capturing high-resolution before-and-after images to visually document the transformation and its impact on urban aesthetics and functionality.
- Using time-lapse or CCTV footage to observe behavioral changes, such as pedestrian compliance, interaction patterns, and overall street dynamics.
- Use GIS mapping to document spatial modifications.

ON-SITE ENGAGEMENT DOCUMENTATION

- Record public interactions, testimonials, and community reactions.
- Archive social media engagement analytics and local media coverage.



IMPLEMENTATION CHALLENGES & ADAPTATIONS

- Maintain a log of unforeseen challenges and how they were addressed.
- Document last-minute design refinements and material modifications.

5. EVALUATING POST-IMPLEMENTATION IMPACT

After the intervention, structured documentation helps assess the effectiveness of the project and informs future improvements.

QUANTITATIVE ASSESSMENTS

- Conduct comparative pedestrian and vehicular counts.
- Use air quality sensors and GHG monitoring where applicable.
- Track business activity levels and economic impact (if relevant).

QUALITATIVE REFLECTIONS

- Document community feedback through structured surveys and focus group discussions.
- Capture narratives of behavior changes and testimonials from regular users.

ADVOCACY & POLICY INFLUENCE

- Create a policy brief summarizing key takeaways for decision-makers.
- Archive case studies for future training and replication efforts.
- Develop a post-intervention report highlighting successes, failures, and learning outcomes.

6. KNOWLEDGE DISSEMINATION & INSTITUTIONAL LEARNING

Beyond project documentation, strategic dissemination ensures the knowledge generated reaches a wider audience.

DEVELOPING OPEN ACCESS RESOURCES

- Publish reports, toolkits, and how-to guides online.
- Maintain a digital archive with downloadable templates and frameworks.

ORGANIZING KNOWLEDGE-SHARING EVENTS

- Host webinars, conferences, and panel discussions to share findings.
- Engage universities and training institutions to integrate case studies into curricula.

CREATING ENGAGING MEDIA CONTENT

- Develop video documentaries and interactive storytelling platforms.
- Use social media campaigns to amplify lessons learned.

ACADEMIC AND INSTITUTIONAL INTEGRATION:

- Embed case studies in university syllabi and staff training modules.

For tactical urbanism to leave a lasting imprint, it must do more than change streets or public spaces—it must **change minds and institutional memory**. Knowledge capitalisation ensures that each intervention is not a standalone effort but part of a **cumulative strategy for transformation**, capable of influencing policy, shaping future interventions, and igniting civic imagination across contexts.

To summarise the 2 key stages and the concurrent activities of communication and knowledge capitalisation, presented in the next few pages is a checklist to help align people, permissions, and processes for impactful implementation.

1. INITIATION AND CHAMPIONING		
S.NO.	**QUESTIONS**	**RESPONSES/ NOTES**
1.1	*Is there a local champion (individual, organization, or department) initiating the intervention?*	
1.2	*What is the specific mobility or public space issue being addressed?*	
1.3	*Have similar issues been raised by residents, CSOs, or institutions in the area?*	
1.4	*Are there immediate opportunities to piggyback on ongoing programs or public demand?*	
1.5	*Is there political or administrative support at the ward or city level?*	

2. COORDINATION AND COMPLIANCES		
S.NO.	**QUESTIONS**	**RESPONSES/ NOTES**
2.1	*What departments or authorities have jurisdiction over the site (e.g., roads, traffic police, transport, utilities)?*	
2.2	*Have NOCs or permits been secured for temporary use of the site?*	
2.3	*Are there any legal or safety restrictions that may affect design or implementation?*	
2.4	*Is there an enabling policy framework (e.g., NMT policy, Complete Streets program)?*	
2.5	*Has a stakeholder coordination meeting been conducted?*	

People & Processes checklist for tactical urbanism projects

3. DESIGN DEVELOPMENT		
S.NO.	**QUESTIONS**	**RESPONSES/ NOTES**
3.1	*Has the design team conducted site studies, movement audits, and mapping exercises?*	
3.2	*Have primary stakeholders (e.g., residents, shopkeepers, commuters, students) been engaged?*	
3.3	*Were participatory design methods used (e.g., sketching, modelling, mapping, feedback sessions)?*	
3.4	*Are interventions aligned with community needs, site conditions, and city objectives?*	
3.5	*Has prototyping or temporary simulation been used to test concepts?*	

4. IMPLEMENTATION		
S.NO.	**QUESTIONS**	**RESPONSES/ NOTES**
4.1	*Has an implementation plan with clear roles and timelines been developed?*	
4.2	*Are logistics (materials, tools, labor, storage) secured?*	
4.3	*Are community volunteers or local workers engaged in installation?*	
4.4	*Have traffic diversions or signage needs been coordinated with relevant authorities?*	
4.5	*Is the intervention accessible, safe, and clearly marked for public use?*	

5. COMMUNICATION		
S.NO.	**QUESTIONS**	**RESPONSES/ NOTES**
5.1	*Is there a communication plan (offline + online) to build public interest and participation?*	
5.2	*Are visuals, banners, and storytelling materials prepared?*	
5.3	*Have local champions, influencers, or media been engaged to amplify reach?*	
5.4	*Is there signage or on-site explanation of what the intervention is and why it matters?*	
5.5	*Has feedback been collected from users in real-time?*	

6. KNOWLEDGE CAPITALISATION		
S.NO.	**QUESTIONS**	**RESPONSES/ NOTES**
6.1	*Is there a baseline of pre-intervention photos, data, or testimonials?*	
6.2	*Are monitoring tools in place to capture usage, behavior change, or safety improvements?*	
6.3	*Is a team or individual assigned to collect feedback, visuals, and metrics daily or weekly?*	
6.4	*Will the data be analyzed and shared in a post-project report or debrief?*	
6.5	*Can lessons learned be scaled or replicated elsewhere?*	

SPARK
Sparking active mobility actions for climate-friendly cities

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