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 Handbook

SPARK: TACTICAL URBANISM HANDBOOK

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.

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1. Introduction

1.1 SPARK tactical urbanism for active mobility

Tactical Urbanism is a method for creating low-cost, temporary changes in the urban environment that spark long-term transformation. The project allowed two communities in Pasig and Quezon cities in the Philippines to test active mobility improvements and involve civil society organizations and volunteers in creating quick, visible street improvements that invite participation, feedback, and momentum for change.

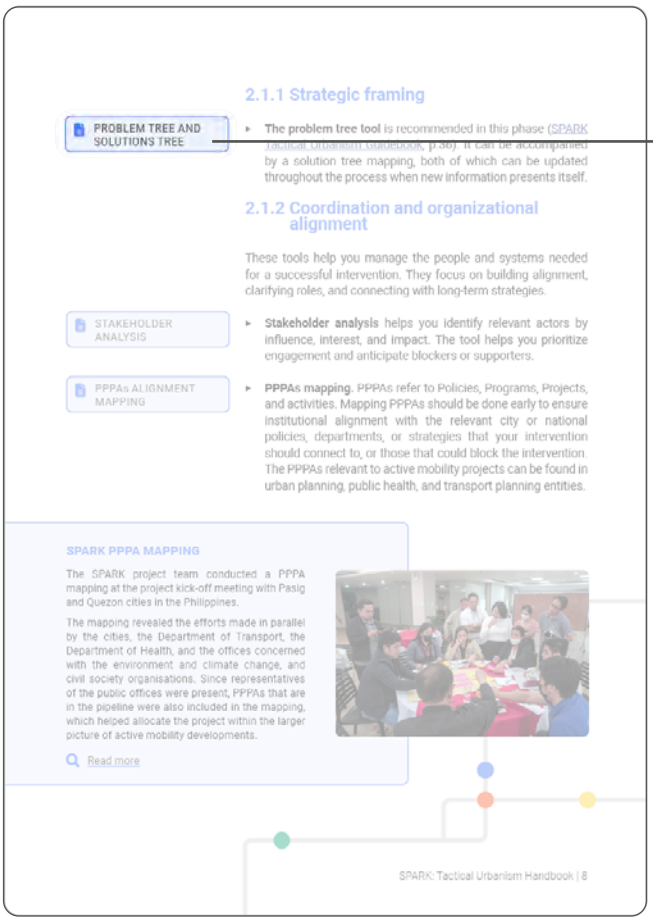
Rather than waiting years for large infrastructure investments or policy shifts, tactical urbanism empowers local actors to improve walkability and cyclability and address safety, accessibility, and public space allocation. This can inspire bottom-up change when paralleled with the right advocacy tools.

In the context of the SPARK project, the Local Government Units (LGUs) were actively shaping the interventions along with project partners, community stakeholders, and with consultations of a National Project Action Group (NPAG).

1.2 How to use the handbook?

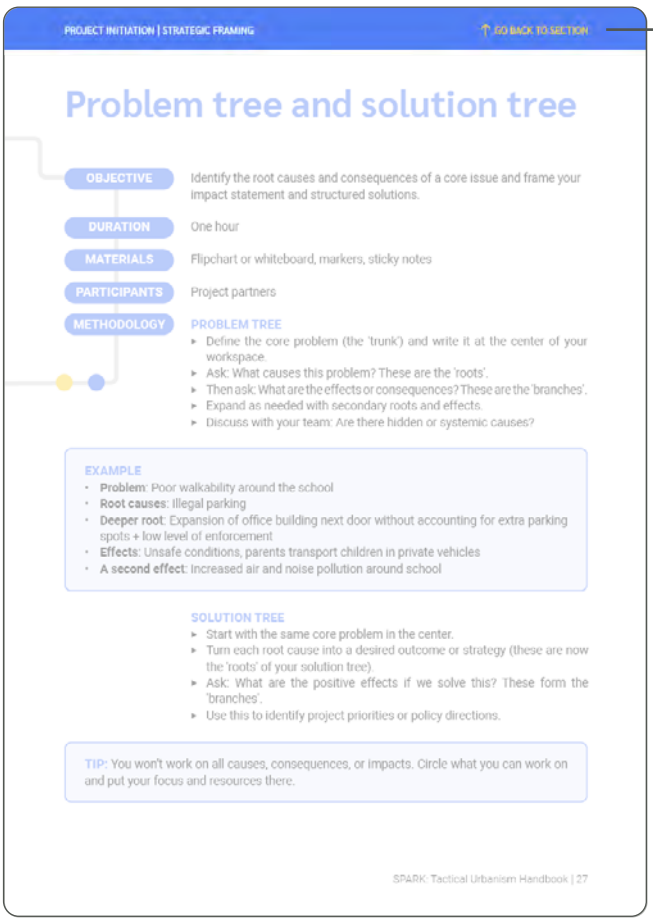
We support cities to SPARK active mobility planning as a part of their long-term strategies and to test their ideas and designs with the local communities. This handbook builds on the project experiences in Quezon and Pasig Cities in the Philippines, and the previous knowledge products: SPARK tactical urbanism guidebook, and SPARK walkability and cyclability assessment methodology. Here, we provide compact, ready-to-use methods to implement similar projects. The methods are categorised by project lifecycle phases: Initiation, participatory planning and design, implementation, and Evaluation and scaling.

See the next page for practical instructions on how to navigate the handbook.



NAVIGATE TO THE METHOD

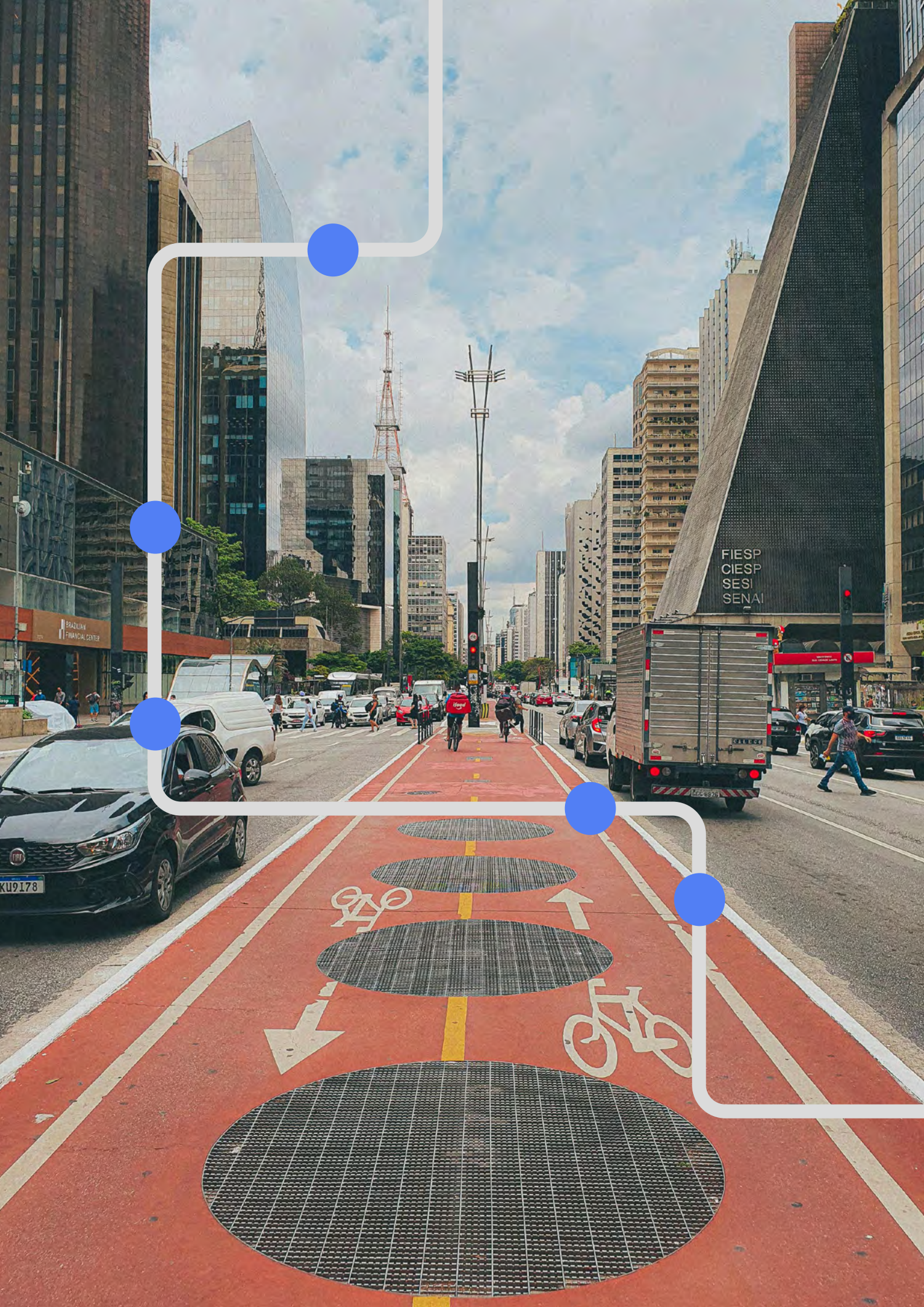
Click the button next to the described method to access the details and guidance on it, as well as the practical worksheets (where applicable).



GO BACK TO SECTION

Click "Go back to section" in the method headers to go back to the corresponding section of the handbook.

All methods can be found at the end of the handbook in the Annex.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2. Project Lifecycle + Toolkits

2.1 Project Initiation

The Initiate phase is about laying the foundation for a successful tactical urbanism intervention. It focuses on understanding the context, identifying challenges and opportunities, building relationships, and ensuring all stakeholders are aligned. This phase typically includes initial research, community outreach, and exploratory activities to shape a shared understanding of the space and its potential.

Civil society/ NGOs/ local groups	Government	Business
• Capacity to mobilize and engage people • On-site knowledge and experience • Reduce exclusion of the marginalized population • Legitimacy of interventions	• Legitimacy and convening ability • Permitting and facilitation of implementation • Mandate for long-term development planning	• Influence on the local economy and policy • Technical innovation/ efficiency • Data • Financial and in-kind contributions • Brand, marketing, and communication expertise • Infrastructure
Academia	**Development cooperation**	**Media**
• Research and undertake context analysis • Data • Capacity building • Evidence-based policy advice • Strong and global networks	• Extensive technical support, knowledge and capacity • Political connections and influences, and independence • Global network • Convening power • Funding (in certain cases)	• Storytelling ability • Dissemination network

Understanding different actors in the project. Based on Building Participatory Accountability Systems for City Policies: Handbook, *2020.*

As highlighted in the SPARK guidebook, early engagement and scoping are crucial. They ensure that later steps are grounded in the actual needs of the community and that solutions are co-created, not imposed, as well as ensuring the buy-in from long-term policy makers or high-influence stakeholders. The first step that will feed into all your next phases and inform the project progress is **strategic framing and alignment** of problems and desired impact.

Strategic framing should guide your next thematic tasks: coordination and organizational alignment, site-specific analyses, and logistical arrangements. In the following section, we provide practical tools and worksheets for your initiation phase.

2.1.1 Strategic framing

PROBLEM TREE AND SOLUTIONS TREE

- **The problem tree tool** is recommended in this phase (SPARK Tactical Urbanism Guidebook, p.36). It can be accompanied by a solution tree mapping, both of which can be updated throughout the process when new information presents itself.

2.1.2 Coordination and organizational alignment

These tools help you manage the people and systems needed for a successful intervention. They focus on building alignment, clarifying roles, and connecting with long-term strategies.

STAKEHOLDER ANALYSIS

- **Stakeholder analysis** helps you identify relevant actors by influence, interest, and impact. The tool helps you prioritize engagement and anticipate blockers or supporters.

PPPAs ALIGNMENT MAPPING

- **PPPAs mapping.** PPPAs refer to Policies, Programs, Projects, and activities. Mapping PPPAs should be done early to ensure institutional alignment with the relevant city or national policies, departments, or strategies that your intervention should connect to, or those that could block the intervention. The PPPAs relevant to active mobility projects can be found in urban planning, public health, and transport planning entities.

SPARK PPPA MAPPING

The SPARK project team conducted a PPPA mapping at the project kick-off meeting with Pasig and Quezon cities in the Philippines.

The mapping revealed the efforts made in parallel by the cities, the Department of Transport, the Department of Health, and the offices concerned with the environment and climate change, and civil society organisations. Since representatives of the public offices were present, PPPAs that are in the pipeline were also included in the mapping, which helped allocate the project within the larger picture of active mobility developments.

Read more

Photo: ICLEI

2.1.3 Site-specific analyses

This section utilizes the site-level tools of SPARK walkability and cyclability assessment methodology. In case a multi-level analysis is needed, the publication provides city-level and neighborhood-level assessment methods.

USER JOURNEY MAPPING

- **Journey mapping** is a simple tool that allows participants to bring awareness to the detailed experience of walking or cycling a street, being a wheelchair user, or moving with a baby stroller, or a cargo bike. This shows user insights that are otherwise not visible on the maps.

DESIRE LINES MAPPING

- **Desire lines mapping** reveals the chosen paths vs the planned paths for pedestrian and bike users and traces it to maps. This should inspire designers to follow a human-centered approach that prioritizes people's logical choice over the designers'.

FIELD AUDIT

- **Field audit** aims at listing all the elements in the site to make use of their existence in the design, or to reveal the missing elements. It shows some qualitative aspects of street design elements when combined with other qualitative analyses.

STREET INTERCEPT SURVEY

- **Street intercept survey** is an important key activity in site analyses of any human-centered street design process. A good surveyed sample will reveal the needs of the local community, that can also be aggregated by gender, age, or physical ability.

A desired path in Ohio State University. Photo by Dan Keck, Public Domain Dedication (CC0)

MOBILITY COUNTS

- **Mobility counts** should be done before and after the intervention. It is one of the main metrics of success of an active mobility intervention. To conduct counts manually, find the method and worksheet below.

DIGITAL TOOLS FOR SITE ANALYSES

URBAN95 PUBLIC LIFE APP

An alternative digital tool for manual mobility counts, field audit and journey mapping.

This App, created by Gehl Architects for Van Leer Foundation, enables users to conduct street counts of pedestrians and bike users aggregated by age group and gender expression. It also helps create a digital map of stationary activities in public space (sitting, reading, sunbathing, talking, eating, etc.). It is best suited for projects with a focus on public space development and active mobility projects where vehicle count is not required. The APP's Lite version is available for free on Android and iOS, and web browsers.

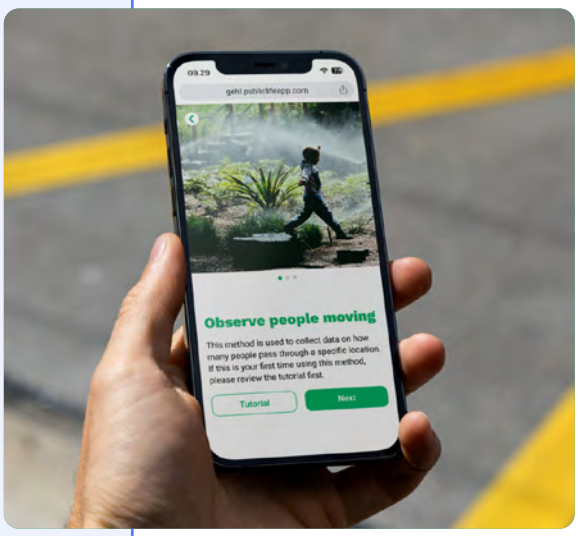


Photo by Gehl Architects

WALK21 WALKABILITY APP

An alternative digital tool for manual pedestrian mobility counts, field audit, and street intercept survey.

The APP focuses exclusively on pedestrian mobility. You can use the app to conduct counts, street surveys, and walkability audits before and after the intervention, and photo documentation of street sections. It is most suitable for projects focused on pedestrian mobility and first- and last-mile connectivity.

Quezon and Pasig cities' Walkability reports coming in 2026

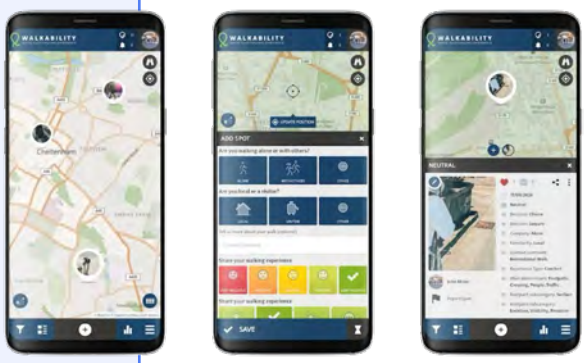


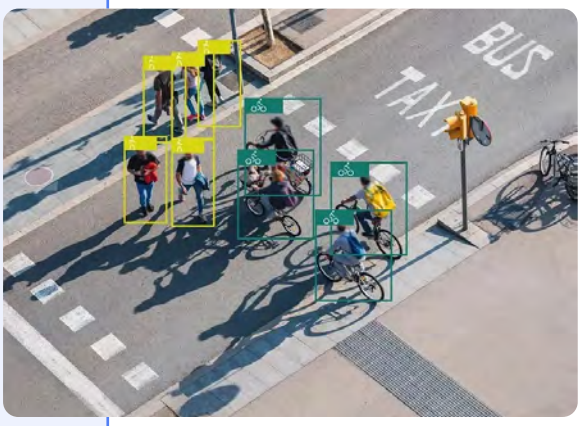
Photo by WALK21 Foundation

AI AND CAMERA-BASED SYSTEMS

An alternative digital tool for manual pedestrian mobility counts, and desire lines mapping.

This type of system can be expensive and advanced for tactical urbanism projects. However, when you have the budget and the need to orient location-based decision making, it provides accurate, holistic analysis across seasonal, daily, and hourly variations. You can also check if your city has an installed system that can be temporarily allocated to the intervention site before, during, and after the intervention.

Quezon and Pasig cities' AI mobility counts



CITIX AI system by Eco-counter

FOCUS GROUP DISCUSSION

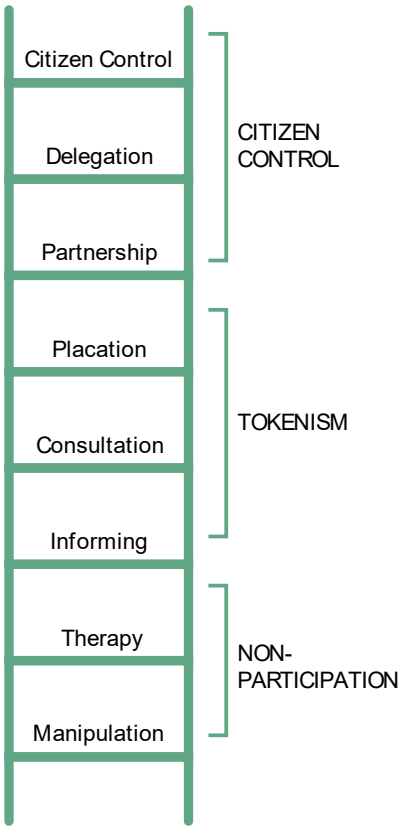
- **Focus Group Discussions (FGDs)** can be done in any phase of the project where community feedback is needed. It is recommended to start conducting early FGDs in the initiation phase to capitalize on the community knowledge and address the different needs early in the process. FGDs can also target certain segments of the community, such as caretakers, the elderly, maintenance workers, business owners, etc. Here you can find a sample structure for FGDs targeting a general population and another designed for women as target participants.

COMPETITIVE ADVANTAGE

- **Competitive advantage** analysis can guide you to assess the most favourable modes of mobility for different user groups from point A to point B. This shows you the value of walking and cycling within a broader mobility context. It can show you if a short trip is worth it walking or cycling versus taking the available public or informal transport.

2.2 Participatory planning & design

The nature of tactical urbanism as a feedback tool necessitates designing it closely with the local communities and stakeholders. It should address the real needs and priorities of the beneficiaries, rather than the designers' vision, and therefore, solutions should be hyperlocal. Having a participatory approach can fall into one of 3 categories identified in Arnstein's ladder of citizen participation. The higher up in the degrees of the ladder, the more solutions are created and owned by the local community.



Adapted from Arnstein's ladder (1969). Degrees of citizen participation.

1. Manipulation and **2. Therapy:** Both are non-participative approaches. This looks like coming up with a proposed plan and using communications and public relations tools to convince the public that your plan is the best solution.

3. Informing, 4. Consultation, and **5. Placation** can have important elements of legitimate participation. But it becomes a token participation when information or consultation is processed flowing in one direction, with no or little feedback from the local community taken into account. This is against the core idea of tactical urbanism. Placation can be in the form of hand-picking the participating committees that don't have issues with the proposal. And the three steps on the ladder, when done alone, can be a form of tokenism.

6. Partnership: Here is the first step for the redistribution of power and decision-making through negotiation between citizens and power holders. Planning and decision-making responsibilities are shared, e.g., through joint committees that are sustained throughout the process.

CO-DESIGN WORKSHOP

- In the partnership category, an important tool for tactical urbanism is the **co-design workshop.** The expected product of the workshop will be guided by a facilitation process that is neutral and doesn't direct the participants to a certain solution. It is important here to diversify and reach out to different community groups and be open to their contributions.

7. Delegation: Citizens have delegated powers to make decisions.

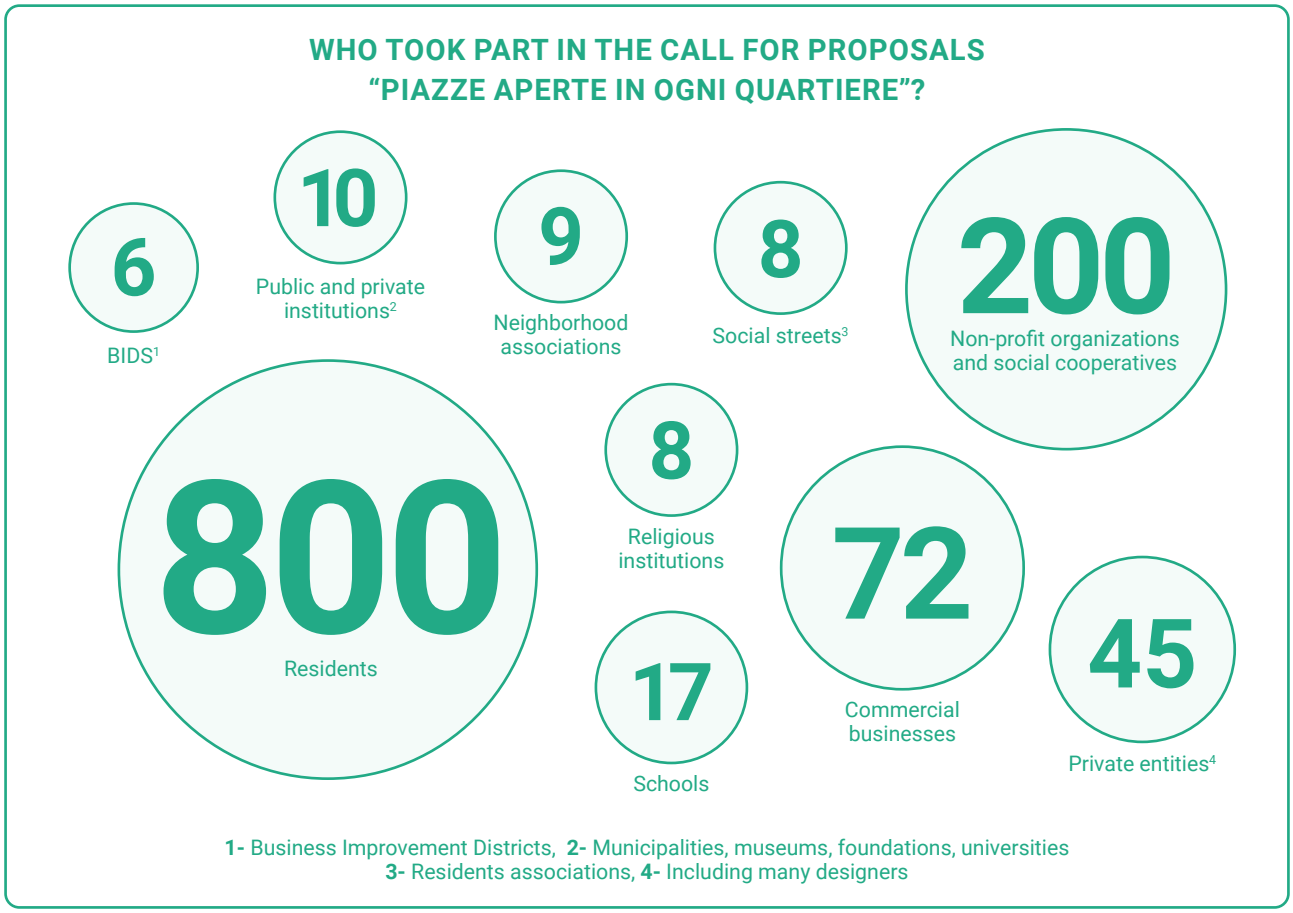
8. Citizen control is applicable when the local community is the main initiator of the tactical urbanism process through locally funded neighborhood committees. The initiator here takes control of the planning, policy influence, the priorities in the design process, and its implementation without any intermediary entities. This can be systematic democratic processes, and also informal or activism-based interventions.

Case Study

MILAN PIAZZE APERTE PROGRAM

The Piazze Aperte program allowed open participation and shared management on a city-scale for tactical urbanism. The program initiated an open call for proposals where over 800 residents participated, distributed across diverse types of representing entities. It also initiated a new type of collaboration amongst previously isolated departments, such as the Mayor's office, the police Department, the Greenery Agency, the Transit Authority, the Taxi Commission, the Neighborhoods Department, etc. The projects were also implemented through volunteer participation from the initiative "Volontari Energia per Milano", organized by the City of Milan and the Centre for Volunteer Services.

Find out more on the SPARK Tactical Urbanism Guidebook



Adapted from Piazze Aperte in Numbers *(Global Designing Cities Initiative)*

Case Study

REALLABOR RADBAHN BERLIN

This project was initiated by a collective of designers and architects, later formalized as Paper Planes e.v., who proposed to transfer the left-over space under one of Berlin's raised metrolines into a cycling lane. The project got federal funding for the living lab phase to create a test field on one small stretch of the metro line and assess whether the design is appropriate for long-term implementation. The test field can be seen as an example of delegated power to the civil society organization that also led the public participation process.

It is important to note here that the long-term project is still in the hands of the Berlin Senate and, therefore, will require an extra process of public participation.

Radbahn proposal. Photo by Paperplanes e.v.

Radbahn test field. Photo by Paperplanes e.v.

2.3 Implementation

This phase focuses on the physical interventions coming to life in a smooth way, and ensures they are safe, functional, and serve the project purpose. It bridges temporary “tactical urbanism” with longer-term structural transformation.

2.3.1 Preparation for implementation

MATERIAL & PROCUREMENT SHEET

The team has many tasks to secure the necessary permits, procure the materials, and prepare the logistics. Here, we include some project management tools to help the team implement smoothly while keeping an eye on the larger project vision.

2.3.2 Site setup and traffic management

The team should issue clear communications and coordination with the traffic police for traffic advisory, especially when the design includes closing an area of vehicular traffic or changing directions. While the communication here should be the task of the traffic police, it is important to cooperate on these steps:

- Setting up a traffic management plan according to the design, quantifying the signages needed, communicating the diversion routes, and addressing the safety barriers.
- Notify and coordinate with traffic/transport/municipal agencies in advance. Ensure legal and safety compliance. This can include, e.g., coordinating with the Department of public works, or similar, to include barrier-free access interventions.
- Prepare a Notification Plan (residents, businesses, emergency services, public transport).

Traffic advisory & measures during the implementation of SPARK tactical urbanism interventions in Quezon and Pasig Cities.

2.3.3 Volunteer management

VOLUNTEER MANAGEMENT PLAN

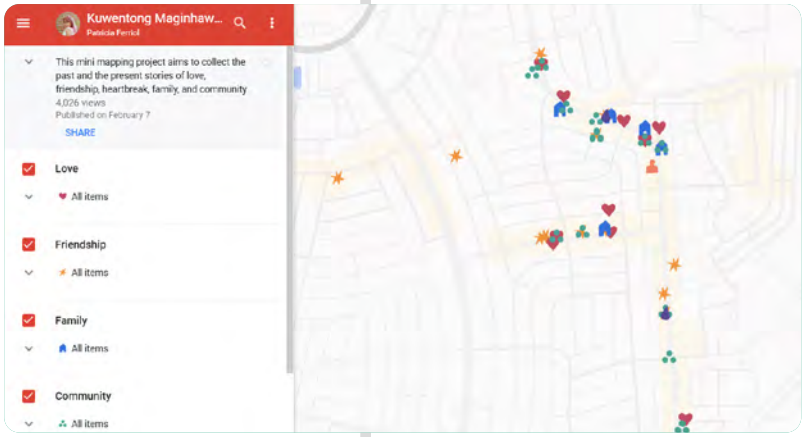
During the delivery of intervention Ensure volunteers, contractors, or municipal crews are briefed and roles assigned (e.g., volunteer briefing sheet).

2.3.4 Communication and community activation

Engage the public with the design during the implementation period to ensure activation and feedback on the plans and building ownership legitimacy for the intervention.

SPARK COMMUNITY ACTIVATION AND COMMUNICATIONS

During the implementation period of the SPARK interventions in Quezon and Pasig Cities, multiple events were organized as community activation and awareness raising by the project partners and the cities. Some of those events were mobility-related, such as bike riding lessons organised by Pasig City, and some were focused on public space activation and community ownership. An example of that, was organising yoga classes in a reclaimed pedestrian area in front of Quezon City Hall, and a Valentine's day event, mapping the emotional ties of the community to the place through a physical and digital map of love, friendship, community and heartbreak stories. Such events go beyond focusing on the functionality of the space and more towards the qualities of liveability and attractiveness.



A digital and physical map of community emotional stories in Maginhawa street, Quezon City. Photo: ICLEI SEAS

Communication materials were also distributed in the community, explaining the objectives and phases of the project. The design of the project also integrated elements that communicated the purpose of the project, such as signage on tactical urbanism and the history of the activated space in Pasig City, and text painted on the temporary bike lane in Quezon City.

The objective of the project is communicated through a bold design in Quezon City. Photo: Kara Santos

Signage and street games were integrated in the tactical urbanism design in Pasig City. Photo: ICSC

2.3.5 Monitoring and safety observation

SITE MONITORING LOG

During and immediately after installation, it is important to monitor usage, safety, conflicts, and functionality. This can be in the form of a Site Monitoring Log + Safety & Functionality Checklist to record findings, hazards, feedback.

2.4 Evaluation and scale

2.4.1 Evaluation of the tactical intervention

STREET INTERCEPT SURVEY

To prepare for impact evaluation and support decisions on scaling, modification, permanence or removal, data collection during the implementation should address the major feedback points that correlates with the design objectives (e.g. increasing the pedestrian flow, safety for children and vulnerable groups, activation of public space, …).

2.4.2 Scaling from tactical to structural

The ultimate goal of tactical urbanism interventions is structural change. This section helps practitioners bridge the gap between pilots and permanent transformation by institutionalizing learning, mobilizing resources, and aligning with broader plans.

ADVOCACY STRATEGY CANVAS

- **Policy advocacy:** Your intervention should feed potential municipal plans, transport strategies, or local urban governance with insight into active mobility. Cultivating a long-term impact can be done through intentional post-intervention advocacy actions and lobbying campaigns. Use the advocacy strategy canvas to prioritise your advocacy activities.

CYCLING MAX TOOL

- **Account for the long-term costs and benefits** in case the project is constructed with permanent materials. This enables the advocacy campaigns to be informed by the potential of the future expansion on health, GHG emissions savings, commuter time savings, and fuel economy. The World Bank Group built the Cycling Max tool that helps practitioners produce a quick Cost-Benefit Analysis for cycling projects.

- **Identify local champions:** Identify and nurture city officials who can carry the pilot forward, and civil society actors who can maintain the advocacy efforts.

- **Active mobility leadership and resources mobilization:** Transition from temporary budgets to permanent line items. Financing long-term active mobility projects can come from different sources, including multilateral and international funding (e.g. climate funding mechanisms), national project funding, local municipal funding, and private sector.

NON-MOTORIZED TRANSPORT COMMITTEE

The SPARK project's advocacy in Quezon and Pasig Cities included championing the active mobility actions through the identification of local public departments and staff to influence the mobility policy on the city level. The project provided capacity building on active mobility for 40 personnel from the local governments, national departments of transport and public works, and key advocacy groups in the Philippines.

Photo: ICLEI

FINANCING ACTIVE MOBILITY IN BOGOTÁ, COLOMBIA

Multiple active mobility projects were implemented in Bogotá over the years with a vision of integrating active mobility within an a sustainable mobility system. The cities' leadership and vision led to securing diverse funding sources for active mobility projects as follows:

1998 CicloRuta: The bikeways feeding the TransMilenio BRT system

Funding sources: local funding,and Multilateral / International Development Bank Finance, fuel taxing

The implementation of the TransMilenio BRT system and its feeder cycling ways led to the continuous growth of cycling mobility in Bogotá from 0.58 percent in 1996 to 9.1 percent in 2017. The CicloRutas plan moved Bogotá from 8 kilometers of bike lanes in 1998 to 240 kilometers two years later. Currently, Bogotá has 608 KM of permanent bike lanes. The TransMilenio system also hosts 6,059 parking spots in what is called the "Bicycle Pavillions" or *cicloparqueaderos*.

The first bikeways were controversial because they were built on private land without the change of legal ownership of the bikeways. However, this changed later by securing land for the bikeways through road diets and utilization of public land. The initial funding was secured by connecting them to a larger mobility project, the BRT system, which was funded by a local fuel surcharge (46%), general local revenues especially from a capital reduction of the partially privatized power company (28%), a credit from the World Bank (6%), and grants from the National Government (20%). Overall, Bogotá spent over US$200 million on the cycling network in the first few years, and approximately US$560,000 was spent on maintenance of the bike network between 1998-2008.

2004-2012

A lack of funding commitment led to the deterioration of the existing bicycle network and the rejection of the first public bike plan for Bogotá in 2008.

2012-2016 **A cycling plan of additional 145 kilometers of bicycle lanes**

Funding sources: Local funding

Recommitment to cycling was reignited by the new mayor who allocated funds to the construction of 145 kilometers of bicycle lanes (of which 63.1 kilometers were built). The new administration also raised capacity towards active mobility by hiring experts from bicycle advocacy groups for government positions and appointing the first bicycle coordinator in the local government in 2016. According to World Bank, one kilometer of bike lane in Bogotá costs US$600,000, whereas the average cost of one kilometer of road (30 m wide) is around US$6.5 million.

The main local sources of funding for cycling comes through six local agencies that rely on tariffs or fines for revenue (e.g. fuel tax, or traffic fines):

1. District Secretary of Mobility through traffic and parking fines.

2. Urban Development Institute (IDU) which is responsible for the maintenance and public works that is receives local funding.

3. Special Administrative Unit for Road Rehabilitation and Maintenance (UMV) that is responsible for secondary roads, and their cycling infrastructure and receives funding through the general budget.

4. The Aqueduct and Sewerage Company, a partially state-owned enterprise that has built cycling infrastructure on the land it owns surrounding the various bodies of water in Bogotá.

5. Parks and Recreation Department that builds cycling infrastructure in the city's parks. The department is self-funded through their own budget.

6. The BRT (TransMilenio) and Metro (EMB) public companies.

Bogotá is not eligible to receive funding for active mobility from the national government in the form of direct transfers. However, the city uses other national sources of funding like the Nationally Appropriate Mitigation Actions (NAMAs) from the NAMA Facility or other international climate funding leverage at the national level, such us NAMA TAnDem (Active Transport and Travel Demand Management). Although this specific facility hasn't approved funding for active mobility yet in Bogotá, the city continues its international and national cooperation to finance infrastructure like the case of Barrios Vitales.

2020 ***Barrios Vitales,*** **or Vital Neighborhoods program**

Funding sources: Local funding, and technical assistance from international cooperation: the City Climate Finance Gap.

The program aims at transforming existing streets in selected neighborhoods to provide active mobility access to services while avoiding traffic. Bogota secured local funding for the program complemented by identifying national funding sources for certain structured actions and areas of intervention including:

(i) The National Disaster Risk Management Fund (FNGRD25) for actions aimed at reducing the vulnerability to climate change in the San Carlos neighborhood (one of the selected vital neighborhoods). The city mapped the alignment of objectives to the funding resource following the principles of concurrence and positive subsidiarity,

(ii) The Adaptation Fund, which implement comprehensive projects for risk reduction and adaptation to climate change,

(iii) the Presidential Agency for International Coopera tion of Colombia (APC), that manages and guides public, private, technical, and non-reimbursable international cooperation received and granted by the country.

Maintenance cost would be covered by: (i) Funds generated from activities in public spaces; and (ii) Managing resources for maintenance activities identified in the Revitalization Plan and the Neighborhood Plan.

3. Conclusion

3.1 Conditions for success

Not all tactical urbanism projects succeed equally. From the SPARK experience, the following factors are key:

Project goals are clear and reflected in every detail

All partners, from initiating organizations and city officials to volunteers, need to align on the intended purpose of the intervention. If it is intended to improve active mobility, elements like the beautification of public space can be utilized to serve the end goal (e.g., improving the attractiveness of walking), rather than being the end goal. This ensures that the resources are channelled efficiently and effectively.

Strong partnerships

Collaboration between civil society, local government, project donors, businesses, and community groups is essential. Trust and shared ownership increase success. There might be misalignment in interests that can be addressed in the stakeholder engagement analysis and project planning phase.

Strategic location and timing

Choose highly visible, well-used areas that can demonstrate impact clearly. In tactical urbanism projects that aim to improve active mobility, special mobility conditions should be taken into account. (P. 16-20, SPARK Tactical Urbanism Guidebook). Timing can also play a factor in promoting active mobility. For example, an active mobility project can yield more success in case of fuel price increases, or if it aligns in time with major changes in transportation planning that require behavioural change anyway.

Community involvement

Engage the local community early. Their input increases relevance, acceptance, and advocacy for permanence. Raising a spirit of volunteerism and engaging volunteers in a meaningful way throughout the project ensures a sense of ownership and builds local capacities to replicate or scale the project. Conflicting interests might arise early (for example, business owners' interest versurs the residents'). This can be managed within the stakeholder engagement and risk management actions.

Room for adaptation

Be ready to adjust during implementation. Temporary doesn't mean unplanned — but it must be flexible. The design can include movable objects that can be adapted to different street geometries, time-bound plans (lanes can be utilized for different usages in daytime and after work hours), pre-planned diverse solutions to be tested, and a room to remove the intervention if it proves to be disruptive.

A long-term vision

The tactical phase should include a plan for what follows: evaluation, scaling, advocacy, or transitioning to permanent change. The long-lasting impact of tactical urbanism comes from its ability to influence the decision makers or inspire a new way of thinking about space distribution.

3.2 Other SPARK Resources

SPARK Tactical Urbanism Guidebook

Walkability & Cyclability Assessment Methodology

SPARK Best Practice Guide

Annex - Methods

2.1 Project Initiation

2.2 Participatory planning & design

2.3 Implementation

2.4 Evaluation and scale

Problem tree and solution tree

OBJECTIVE

Identify the root causes and consequences of a core issue and frame your impact statement and structured solutions.

DURATION

One hour

MATERIALS

Flipchart or whiteboard, markers, sticky notes

PARTICIPANTS

Project partners

METHODOLOGY

PROBLEM TREE

- Define the core problem (the 'trunk') and write it at the center of your workspace.
- Ask: What causes this problem? These are the 'roots'.
- Then ask: What are the effects or consequences? These are the 'branches'.
- Expand as needed with secondary roots and effects.
- Discuss with your team: Are there hidden or systemic causes?

EXAMPLE

- **Problem**: Poor walkability around the school
- **Root causes**: Illegal parking
- **Deeper root**: Expansion of office building next door without accounting for extra parking spots + low level of enforcement
- **Effects**: Unsafe conditions, parents transport children in private vehicles
- **A second effect**: Increased air and noise pollution around school

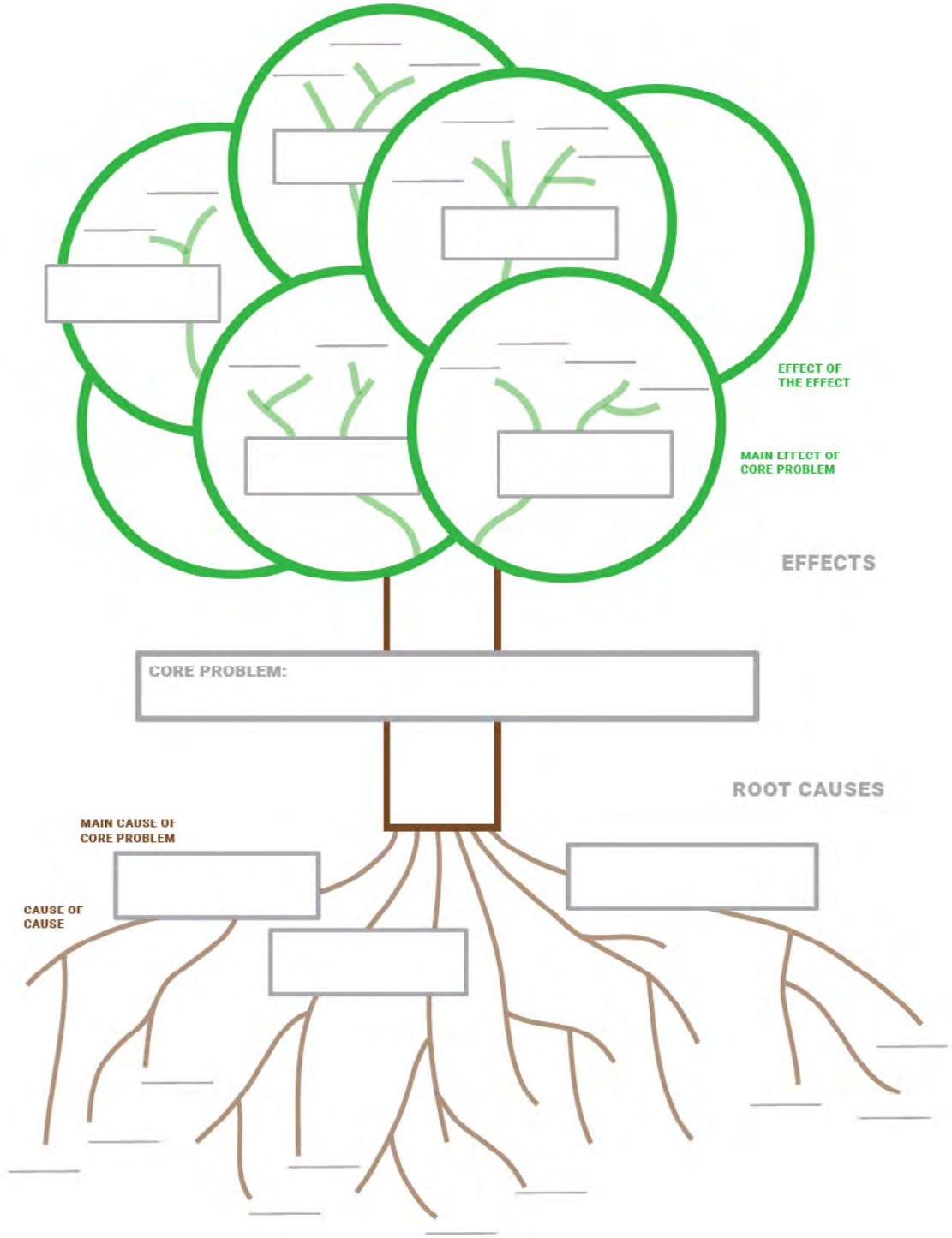
SOLUTION TREE

- Start with the same core problem in the center.
- Turn each root cause into a desired outcome or strategy (these are now the 'roots' of your solution tree).
- Ask: What are the positive effects if we solve this? These form the 'branches'.
- Use this to identify project priorities or policy directions.

TIP: You won't work on all causes, consequences, or impacts. Circle what you can work on and put your focus and resources there.

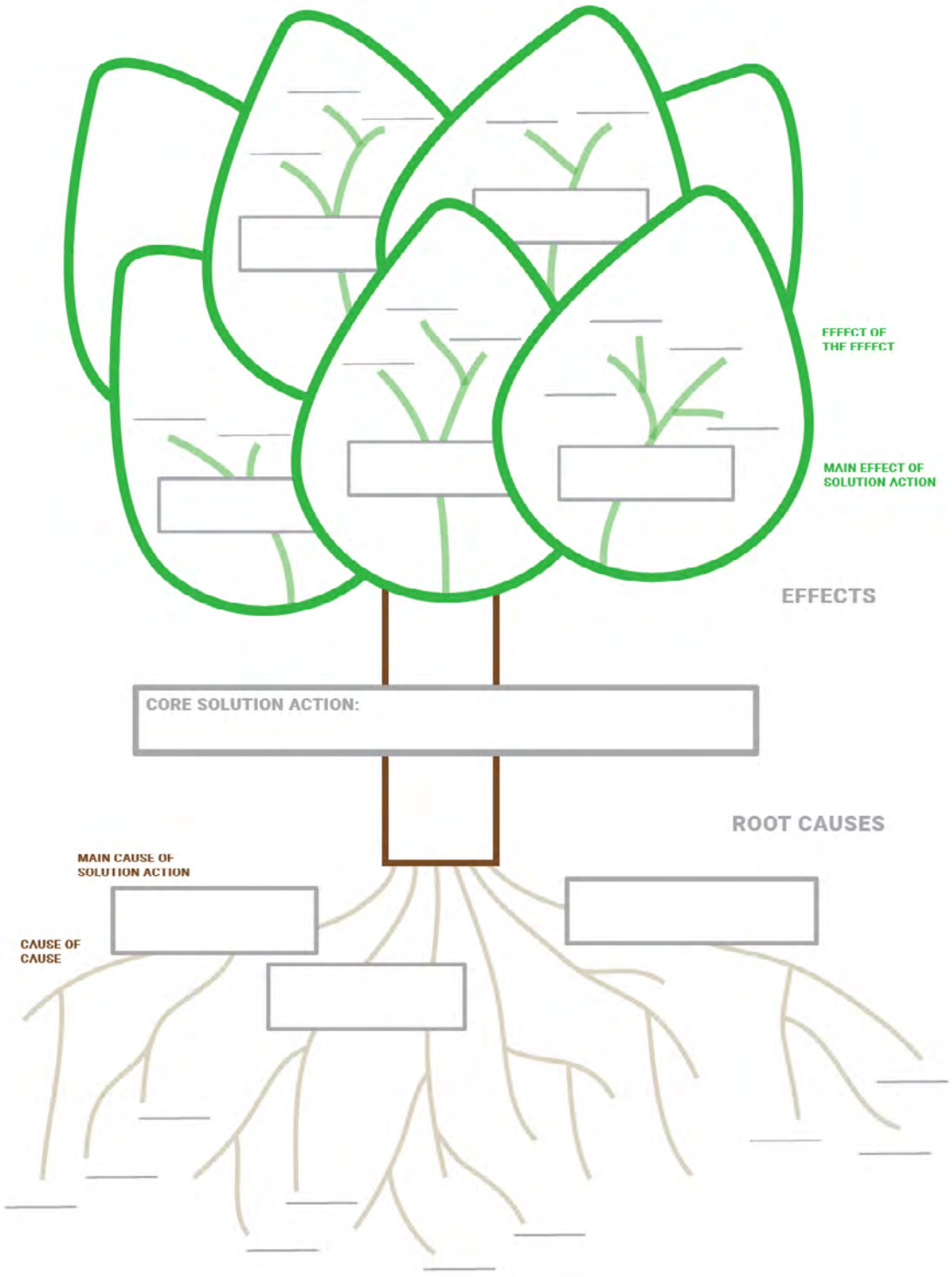
WORKSHEET: PROBLEM TREE

Created by Tools for Citizens



WORKSHEET: SOLUTIONS TREE

Created by Tools for Citizens



Stakeholder analysis

OBJECTIVE

This exercise aims to map all entities that have an interest and can influence the project, and to prioritize and define the level of engagement with each entity.

DURATION

30 minutes

MATERIALS

Flipchart, markers, sticky notes

PARTICIPANTS

Project partners

METHODOLOGY

- On sticky notes, brainstorm all possible entities and stakeholders that can engage in and or influence the project positively or negatively. This can include internal stakeholders, like the project team, or external stakeholders like policy makers or project beneficiaries.
- Now discuss and distribute the stakeholders based on their level of influence and interest in the project.
- The stakeholders are then divided into four categories, with corresponding orientation on the level and nature of engagement as follows:
  - High-interest, high-influence: Mobilize and work closely with
  - High-interest, low-influence: Leverage interest and build capacity
  - Low-interest, high-influence: Invite and consult
  - Low-interest, low-influence: Monitor and inform

WORKSHEET: STAKEHOLDER ANALYSIS

	WHO HAS A LOW INTEREST IN YOUR PROJECT?	WHO HAS A HIGH INTEREST IN YOUR PROJECT?
WHO HAS HIGH INFLUENCE ON YOUR PROJECT?	*Keep them satisfied, invite, and consult*	*Mobilize and prioritize*
WHO HAS LOW INFLUENCE ON YOUR PROJECT?	*Monitor and inform*	*Leverage interest and build capacity*

PPPA mapping

ALIGNMENT MAPPING OF ACTIVE MOBILITY POLICIES, PROGRAMS, PROJECTS, AND ACTIVITIES

OBJECTIVE

This exercise aims to map active mobility Policies, Programs, Projects, and Activities (PPPAs) on the local level and national level. This list shall serve as input for the project to leverage or build on.

DURATION

30 minutes

MATERIALS

Flipchart, markers, sticky notes

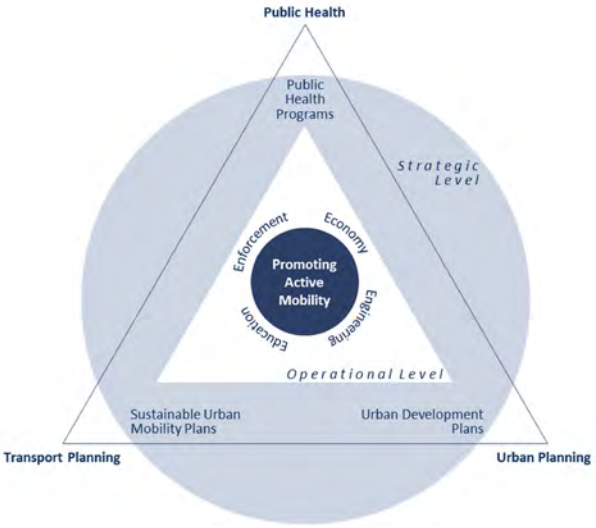
PARTICIPANTS

Project partners, active mobility advocacies, local government units, national and local departments of public health, urban planning, and transportation.

TIP: In case of the absence of some key stakeholders on the national and local levels, extra desk research or investigation should be done before the mapping.

METHODOLOGY

- The participants shall be divided into two (2) groups, one designated to map PPPAs on the national level, and the other on the local level.
- Participants map PPPAs in color-coded cards and post them on the designated board.
  - Yellow - policies
  - Orange - programs
  - Blue - projects and/or activities
- Pay attention that active mobility can be covered in transport planning, urban planning, and public health PPPAs. Make sure to include all the relevant input.



Koszowski, C.,et al. (2019)

WORKSHEET: PPPA MAPPING

	ACTIVE MOBILITY PPPAs ON THE LOCAL LEVEL	ACTIVE MOBILITY PPPAs ON THE NATIONAL LEVEL
POLICIES	*Existing policies* *Planned policies*	*Existing policies* *Planned policies*
PROGRAMS	*Existing programs* *Planned programs*	*Existing programs* *Planned programs*
PROJECTS & ACTIVITIES	*Existing projects and activities* *Planned projects and activities*	*Existing projects and activities* *Planned projects and activities*

CASE STUDY: SPARK PPPA MAPPING FOR PASIG CITY AND THE PHILIPPINES

	ACTIVE MOBILITY PPPAs IN PASIG CITY	ACTIVE MOBILITY PPPAs IN THE PHILIPPINES
POLICIES	• **SP 25 S-2017** An ordinance requiring the establishment of a City Transportation And Development Management Office (CTMDO). • **Ordinance no. 13, s. 2011** Ordinance Promoting Cycling as a Healthful and Environmentally Sound Mode of Transportation in Pasig.	• **Department of Transportation: Active Transport Strategic Master Plan (ATSMP)** • **Land Transport Office: Philippines road safety action plan (2023 - 2028)** • **National Transport Policy NTP**
PROGRAMS	• **Executive Order no. PCG-18, s. 2020** Enabling Cycling as a Means of Transportation for People Making Essential Travel during the 2020 Enhanced Community Quarantine. • **Pasig City Free Bike Lessons** Pasig City offered free bike lessons last 2022 to its citizens in the Barangays of San Nicolas and San Antonio.	• **Department of Transport Active mobility program** • **Mobility awards program**
PROJECTS & ACTIVITIES	• **Pasic City Basic Bicycle Network** Currently, the city has 54.79 km of bike lanes and bike makes up 15% to 24% of its vehicle mode share during peak hours along protected bike lanes. The project will improve 47.42 kilometers of streetscape with networked bicycle lanes. A total of 20 km of improved streetscape will be delivered through protected bicycle lanes while a further 27.42 km will be improved with painted, delineated bicycle lanes.	• **Department of Health: Move as one, capacity building playbook and online course on active mobility**

User journey mapping

OBJECTIVE

This activity aims to capture the detailed experience facing an active mobility user in a certain site. This can show experiences that are not visible on the map, like the quality of surfaces, the smell of car fumes, or discomfort walking in the heat.

DURATION

This would depend on the length of a mapped street and the modes that are used. Account for enough time for orientation, mapping, convening and discussing the results. This can be at least half a day for a tactical urbanism site.

MATERIALS

Printed maps of the location, phones or digital cameras, pens, and paper.

PARTICIPANTS

Allocate one or more volunteers per mode of mobility. For better representation in mapping, different challenges can be assigned to the participants (e.g., walking with a stroller, cycling side to side, using a cargo bike, using a wheelchair, walking with a blindfold accompanied by another participant, etc.).

METHODOLOGY

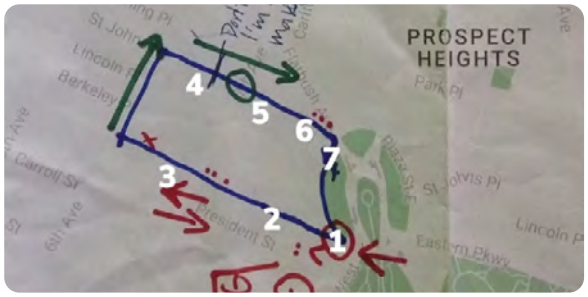
- Assign different routes to workshop participants, either walking or cycling.
- The participants take their journey while paying attention to challenges in mobility and points of conflict with other modes, preferably taking photos and pinning the location on the map. Red circles on the map can indicate pain points, and green circles indicate comfort or attraction points.
- Participants return to the workshop venue, and a collective map can be made of the different challenges with geolocation.

TIP

To experience the street from a child's perspective, you can build a GDCI reverse periscope. This tool helps participants to see things on a child's eye level and, therefore, map the hurdles or see the attraction points in the street from a different angle. This doesn't completely replace working with children, but it provides an empathetic experience to the people involved in the analysis and design process. Find out how to build a GDCI reverse periscope and its accompanying user guide here.

Photo by: The Road Safety Division of the Municipality of Lima

SAMPLE JOURNEY MAPPING VISUAL



Approximate Photo locations labeled on participants' drawn user experience map

1

"This is where I had to pass the large truck. This intersection is also unusual, making it different for both bikers and drivers."

2

"There's no bike lane, which makes me feel uncomfortable when there's a lot of cars."

3

"Free bike valet to coop members allows me to not have to bring my lock when I go to get groceries. I also am not worried about looking for a rack to park my bike."

4

"Going up the hill and not sure if I will make the light. If I don't have a green light I lose momentum."

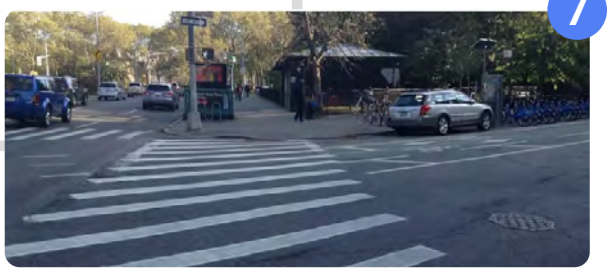
5

"The one way street is more comfortable to ride on than the two way street. Usually less cars."

6

"Bike lane ends, and merges with large shoulder. Lots of cars turning to watch out for."

7



"I had reached my destination, so I decided to go onto the sidewalk instead of continuing in bike lane."

Photos by: Bicycle User Experience
User Experience Mapping | BicyvcleUX

Desire lines mapping analysis

OBJECTIVE

The desire lines mapping reveals the preferred routes that pedestrians or bike users choose to go through an intersection, around an obstacle, or to take a shortcut. It can show the discrepancy between a planned path and one chosen by the people.

DURATION

Mapping should provide one-hour snapshots of temporal changes. This can be: Morning peak (7–9 am), Midday (12–2 pm), Evening peak (4–6 pm). Repeat on weekends and weekdays. Account for any local influences in travel behaviors (monsoon vs. dry season, weekly markets, holidays, street festivals, etc.).

MATERIALS

Detailed map of the Intersection showing street names and lanes.

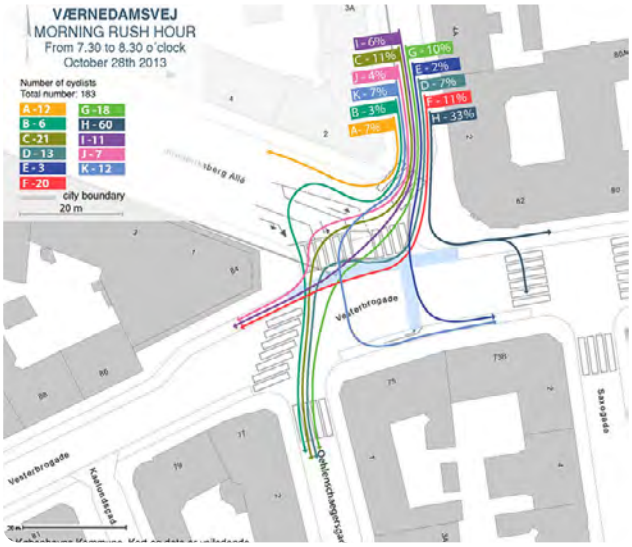
PARTICIPANTS

Allocate one volunteer per mode of mobility per direction

METHODOLOGY

- Select the Intersections at which the researchers will conduct the analysis.
- At the selected intersection, map the existing status of the cycling infrastructure.
- Observe the intersection from a clear viewpoint, counting the number of bikes/per path, and by drawing the path of each user, and which street they pass through at the intersection.
- Define conflict areas that usually happen at the overlap of the desire line.
- Categorize the conflict types: counterflow interaction conflict, priority confusion, and directional awareness.

Mobility behaviour insights extracted from desire lines mapping in Giza, Egypt. Photo: Tabdeel



Desire lines mapping by the city of Copenhagen.

Field audit

OBJECTIVE

This tool reveals the existing assets and facilities in the site and gives an indication to the missing ones. It can be used early and filed as a complementary tool along with qualitative assessment tools.

DURATION

1 hour

MATERIALS

Worksheets, maps, pens, cameras, stickers or pins of various shapes or colors

PARTICIPANTS

2-3 volunteers

METHODOLOGY

- Assign 2-3 volunteers to audit the main elements in the site categorized by functions, comfort, and attractivity as listed in the sheet below.
- Participants can assign a symbol to each item present in the site and put a sticker or a pin on the map.
- Assign one of the volunteers to take photos of the surveyed site area to get the impressions how the different elements are working together.
- Discuss within the group how does the assets present in the site can be accommodated for and optimized in the next phases, as well as what's missing from the site.

FIELD AUDIT WORKSHEET

The aim of assessing the corridor is to understand more on the the current status of the different elements on the site-level. The assessment assists with the design of the tactical urbanism intervention and the priorities. The assessment form can be built on ODK - Open Data Kit or Google Forms.

1. SAFETY AND SECURITY

1.1 Level of pedestrian activity (choose one)

- ☐ High pedestrian activity
- ☐ Average pedestrian activity
- ☐ Low pedestrian activity

1.2 Lighting conditions (choose all that apply)

Best to assess this during the night

- ☐ Lighting for pedestrian way (lighting for sidewalk)
- ☐ Lighting for roadway (lights road)
- ☐ Lighting exists but are blocked by trees/not working/requires maintenance
- ☐ There are no lighting elements along the segment

1.3 Number of lanes

Vehicular lanes.....
Bus or taxi lane.....
Bike lanes.....

1.4 Two-way or one-way street

- ☐ Two way street
- ☐ One-way street

1.5 Miscellaneous crossing problems (choose all that apply)

- ☐ High uncontrolled vehicular speed
- ☐ Short crossing time allowed for pedestrians
- ☐ Jaywalking
- ☐ No accessibility elements (audio/traffic signs/ramps) at intersections
- ☐ Zebra crossing is unmaintained and unclear
- ☐ Other

1.6 At intersections, if pedestrian signs are installed, what is their type? (Choose all that apply)

- ☐ Traffic walk signs
- ☐ Pedestrian push buttons accessible for people with disabilities
- ☐ Countdown signal
- ☐ Audible walk signal

1.7 Effective footpath width

- ☐ Less than 2 m
- ☐ More than 2 m

1.8 Footpath condition

- ☐ Bad condition (holes and breakages)
- ☐ Good condition (continous and no breakages)
- ☐ Moderate condition (can be improved)
- ☐ The pedestrian infrastructure is blocked and unwalkable (no sidewalk exists)
- ☐ Pedestrians are not uncomfortable, the width is less than one metre
- ☐ Sidewalk has minor obstructions
- ☐ Sidewalk is well maintained and has no obstructions

1.9 Bike lane condition

- ☐ Bad condition (holes and breakages)
- ☐ Good condition (continuous and no breakages)
- ☐ Moderate condition (can be improved)

Notes:.....

2. WAYFINDING

2.1 What are the design elements supporting wayfinding in the area? (choose all that apply)

- ☐ Directional signs (directed to vehicles)
- ☐ Directional signs (directed to pedestrians and bike users)
- ☐ Street names
- ☐ Landmarks information
- ☐ Visual or audible aids for people with disabilities
- ☐ Area and landmarks maps
- ☐ Public transportation maps
- ☐ Public transportation directional guides

3. CYCLING AMENITIES

3.1 What are the cycling amenities available along the street? (choose all that apply)

- ☐ Bike lane part of roadway
- ☐ Bike lane available with obstructions
- ☐ Bike lane is available and comfortable to use
- ☐ Bicycle parking
- ☐ Bicycle Short-term parking (not fixed to the ground)
- ☐ Ramps and rails
- ☐ Elevator for public transport station

4. COMFORT

4.1 Shade and shelter

- ☐ The climate is too humid/hot/rainy with no protection elements
- ☐ The microclimate along the segment is comfortable

4.1.1 If “the microclimate along the segment is comfortable” is selected in 4.1, what are the elements that contribute to this choice?

- ☐ Shade from buildings
- ☐ Passive cooling and dehumidifying effect
- ☐ Trees and vegetation

4.2 Rest and seating facilities

- ☐ Bus stations
- ☐ Street or park benches
- ☐ Makeshift seating area (e.g. seating provided by street inhabitants)
- ☐ Seating on urban stairs

4.3 Water and sanitation

- ☐ Public toilets
- ☐ Drinking fountains

5. ATTRACTIVITY

5.1 Natural assets

- ☐ River, sea, or water body
- ☐ Natural landscape view

5.2. Designed assets

- ☐ Public art (Murals, sculptures, …)
- ☐ Urban landscape (urban trees, parks,…)
- ☐ Historical buildings and contemporary architecture of significance

Notes:.....

Street intercept survey

OBJECTIVE

This method collects street-level data from pedestrians and cyclists through short surveys conducted in situ. It supports before/after comparisons of tactical urbanism interventions by evaluating user experience, safety perception, and trip purpose.

DURATION

Depending on the sample size, street surveys can take up to a full day. For better representation, repeat the survey on weekend, and weekdays.

MATERIALS

Printed survey sheets, pens

PARTICIPANTS

After targeting a sample size, assign a volunteer per 10 surveys

METHODOLOGY

- Approach people at random stopping/pausing points (crossings, bus stops, traffic lights).
- On-street prompt: Before attempting a street redesign pilot for (X St.), we would like to have your input to help us understand more about the street experience for pedestrians. Would you have a few minutes to complete the survey? If people want to know more, refer to the locally known stakeholders (for example, The municipality is working with the neighborhood to improve the cycling and walking experience on this street).
- Keep the survey short (5-7 min or less) to maximize participation.
- Ensure anonymity / consent if collecting personal contact details.
- Use a mix of surveyors (male/female), be polite and transparent about purpose.
- If possible, offer a small incentive or token (bottle of water, small snack) increases response rate.

- Survey the street users before the intervention, covering section 1, 2, and 3 of the survey.
- Repeat the survey again after the tactical urbanism intervention, including section 4.

STREET INTERCEPT SURVEY TEMPLATE

1. BACKGROUND CHARACTERISTICS

1.1 Gender

- ☐ Prefer not to say
- ☐ Male
- ☐ Female

1.2 Age group

- ☐ 18
- ☐ 18–35
- ☐ 36–60
- ☐ 60+

1.3 Do you have any accessibility needs? (Physical disability/deaf/blind/mobility assistive devices)

Preferably answered by surveyor by noticing any physical disabilities

- ☐ Yes
- ☐ No

Expand (optional) .....

1.4 Commuting/Traveling with dependents? (Children under 12 years/elderly/carrying goods)

Preferably answered by surveyor by observation

- ☐ Yes
- ☐ No

Expand (optional) .....

1.5 Employment Status

- ☐ Work
- ☐ Study
- ☐ Retired
- ☐ Unemployed
- ☐ Home/family care

Other .....

2. TRIP INFORMATION

2.1 How did you get to (___St.) today? If you used more than one mode (i.e., walk to the bus), select all that apply

- ☐ On foot
- ☐ Bike
- ☐ Public transportation (Bus, tram, metro,...)
- ☐ Informal, semi-formal, or popular transport (microbuses, jeepneys,...)
- ☐ Car
- ☐ Pedicab or bike taxi
- ☐ Tricycle, tuk tuk, or rickshaw
- ☐ Taxi, or ride hauling app (Uber, Grab, Careem, In-Drive ...)

2.2 What brings you to (___ St.)? Select all that apply

- ☐ Work
- ☐ Residence
- ☐ Education
- ☐ Leisure
- ☐ Shopping

Other .....

2.3 How often do you come to (___St.)?

- ☐ Everyday
- ☐ Once/twice a week
- ☐ Once/twice a month
- ☐ Rarely
- ☐ My first time here

3. USER PERCEPTION QUESTIONS

3.1 How satisfied are you with the safety of walking in this street? (Scale of 1 to 5 where 5 is very satisfied)

1 - Very dissatisfied 2 - Dissatisfied 3 - Neutral 4 - Satisfied 5 - Very satisfied

3.1.1 If respondents choose dissatisfied or very dissatisfied, they are asked about the reason for their choice. Choose one or more:

- ☐ I don't feel safe crossing the street (high vehicular speed, no speed controllers or safe pedestrian crossing areas)
- ☐ I fear for my personal safety (fear of sexual harassment or assault)
- ☐ I fear for my personal safety (fear of getting mugged/robbed)
- ☐ I don't feel safe because the street is not well-lit or the activity is low (activity level on the street)
- ☐ The street is not attractive (boring, lacks a good experience)

3.2 On a scale of 1 to 5 where 5 means you completely agree with this statement, how would you rate the following?

STATEMENTS	1	2	3	4	5
The pavements are not comfortable to walk on; uneven and unmaintained (sidewalk material condition)					
Cycling lanes are not well protected or connected					
Trees/shelter/micro-climate along the street makes me feel uncomfortable when walking during extreme weather					
Too much pollution (fumes, dust & noise) around me					
Too many obstructions make the sidewalks difficult to walk on					

4. QUESTIONS TO BE ADDED TO THE SURVEY FOR POST-INTERVENTION ASSESSMENT

4.1 What changes in the street have you encountered lately?

.....

.....

.....

4.2 On a scale 1 to 5, rate your experience in the street, 5 means you completely agree with the statement.

STATEMENTS	1	2	3	4	5
The street feels safer for walking (or), and cycling					
I feel better personal security in the street (from robbery or harassment)					
Experiencing the street is more comfortable (in terms of weather, or navigation experience)					
The street is a good destination for hanging out or recreational activities					
I am more likely to cycle or walk more in the street					
I am more likely to use public transportation after the intervention					
This intervention should be made permanent					

4.3 What further changes do you recommend?

.....

.....

.....

Manual mobility counts

OBJECTIVE

This activity is important to measure the change in the number of people walking and cycling in the project area. However, counts can also include vehicular movement, which can be used to quantify GHG emissions, and traffic before and after, or support advocacy efforts.

DURATION

Counts should provide one-hour snapshots of temporal changes. This can be: Morning peak (7–9 am), Midday (12–2 pm), Evening peak (4–6 pm). Repeat on weekends and weekdays. Account for any local influences in travel behaviors (monsoon vs. dry season, weekly markets, holidays, street festivals, etc.)

MATERIALS

A4 papers or worksheets - File clipboard or similar - pencils. Alternatively, you can use apps like: Thing count, or Simple counter.

PARTICIPANTS

Allocate one volunteer per mode of mobility for a street section in a crowded street, or one volunteer to count all modes for side or residential streets.

METHODOLOGY

- Stand in the section of the street where your intervention is planned, preferably at an intersection.
- Write down on the worksheet all the possible modes that can pass in the street in case it is not listed in the template (e.g. donkey cart, tok tok, kick-scooters, …).
- Visualize a screen where the intersection streets meet and start counting one mode or all mobility modes (depending on how crowded the street is) that is passing through the screen. If you are accounting for direction, a cyclist turning to move in the other direction should be counted twice.

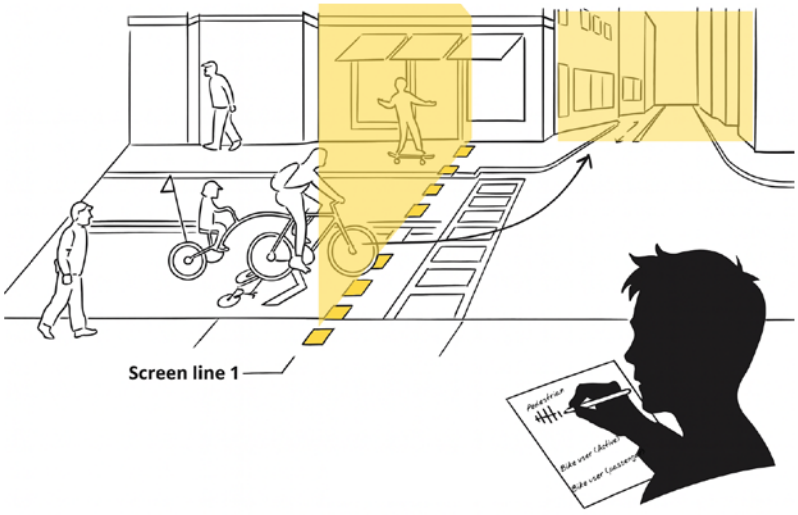


Photo produced by AI.

- Capture the details of each group. In case a pedestrian is assisted with a walking stick, a wheelchair, a baby stroller, etc., note that in the characteristics section. Similarly, note cargo bikes and e-bikes, and account for bike riders who are passive (not cycling themselves).

WORKSHEET: MOBILITY COUNTS

LOCATION	DATE	TIME	WEATHER	SURVEYOR

CATEGORY	COUNTS *(optionally per direction)*	SPECIFIC CHARACTERISTICS	AGE GROUP	GENDER EXPRESSION
Pedestrians		*Wheelchair user* *Baby stroller* *Walking stick* *Running*	*Baby* *Toddler* *Child* *Elderly* *Other*	*Feminine* *Masculine* *Neutral*
Bike user		*Cargo bike* *Sportive cyclist* *Bike rider (passive)* *Bike rider (active)*		
Scooters		*E-scooters* *Compusion engine*		

CATEGORY	COUNTS *(optionally per direction)*	SPECIFIC CHARACTERISTICS	AGE GROUP	GENDER EXPRESSION
Cars		*Private car* *Taxi* *Shared*		
Public transport		*Public bus* *Mini-bus* *Informal*		

NOTES: .....

Focus Group Discussion (FGDs)

OBJECTIVE

FGDs are aimed at gathering insights, perceptions, and attitudes on a specific topic. In the SPARK context, FGDs are used to understand barriers, opportunities, and lived experiences related to walking and cycling in a specific area.

DURATION

2 hours

MATERIALS

Flipchart, markers, sticky notes

PARTICIPANTS

Invite groups of participants that are homogeneous and don't have conflicting interests, and repeat the process to collect different groups' perspectives

METHODOLOGY

- Define the objective and focus topic of the discussion.
- Open the call for participants representing target user groups (e.g., women, the elderly, youth, commuters, business owners, informal mobility workers, and local government staff).
- Develop a semi-structured discussion guide with 4–6 key questions.
- Assign a trained facilitator and note-taker.
- Conduct the session (60–90 minutes), ensuring everyone contributes.
- Document key findings and cross-analyze with other data sources.

SUGGESTED FOCUS GROUP DISCUSSIONS FOR ACTIVE MOBILITY

INTRODUCING THE SESSION (10 - 15 MINS)

- Introducing the project, outlining the session's agenda, and reviewing any consent forms

DIVIDING THE GROUP (5 MINS)

- If required, the group should be divided according to age or gender to better facilitate the following discussion.

ACTIVITY 1: MODE CHOICE (30 MINS)

The aim of the activity is to unravel the human factors that promote walking and cycling, including the perceptions, popularity of a certain mode, gender norms in mobility, skills, etc.

- Start with Probe Questions on the topic: How did you arrive here today? (bike, walk, transport. Receive answers from all the participants and use supporting material, such as boards and markers, to write down the different modes used by each
- Continue with follow-up questions: What kind of challenges do you face using the different modes on your usual commutes? Why do you choose these modes over others? Focus on walking and cycling.
- Continue with follow-up questions: How would you change any of these modes? Would you bike instead of public transport? Ask Why? Keep gender and safety as follow-up questions if the group brings them into the discussion.

ACTIVITY 2: STREET DESIGN (15 MINS)

- Share pictures from the study areas, ask them about the pictures, and if they're familiar with the areas.
- In case a tactical design is achieved, present it and ask for their feedback, and ask how they would imagine. their streets.

ACTIVITY 3: TYPES OF ACTIVITY (30 MINS)

The aim is to understand the type of interests that attract pedestrians to choose specific areas/ streets to walk in.

- Start with Probe Questions on the topic: What kind of trips that you usually complete on foot?
- More Probe Qs: Where do you usually head to in your neighborhood for a walk?/What are the landmarks that you would meet another person at in these areas?/Where do your children usually meet their friends for a walk?/Are there areas that host festivals or street events during different times of the year?

ACTIVITY 4: ROUTES OF INTEREST (30 MINS)

Try to prepare pictures of the landmarks from the desk research of the points of interest to see if participants resonate with these places as points of interest.

- Ask the participants to share their different routes within the study areas, while pinning landmarks through their routes that make their trip enjoyable. These landmarks can be public fountains, famous shops, vistas, and a good microclimate. For example, Participant X says she takes the route from her home to a friend's, passing through street Y, because of window shopping and markets.
- Discuss the different routes and any underlying conditions that make these walks enjoyable to the participants.

Competitive advantage

OBJECTIVE

Evaluate the advantage of choosing walking and cycling compared to other modes of mobility in a given traffic corridor.

DURATION

Around 1 hour, depending on transportation availability

MATERIALS

Worksheets, pens, private vehicles (Car, bike, or scooter) if they are included assessment, and enough money to cover the cost of public transport and shared vehicles that are included in the assessment.

PARTICIPANTS

Allocate at least one volunteer per mode of mobility

METHODOLOGY

- Choose popular points of origin and destination connected by the major traffic artery on your site.
- List all the mobility means that can connect the two points.
- Include all the means of mobility in the assessment matrix. Try to cover all variations of the same mode. For example, a cycling assessment can be done by a shared bike and a private bike, and all modes can be assessed from different perspectives of different age groups, genders, and body abilities.
- Read the criteria of assessment and the considerations. You can also add other criteria points when relevant to the local context
- Discuss and rate the competitive position on the following scorecard with a score from 1 to 5, with 5 being the most favorable score and 1 the least

EXAMPLE: COMPETITIVE ADVANTAGE ANALYSIS

CRITERIA	CONSIDERATIONS
Traffic speed	Lower speeds benefit cycling and walking; higher speeds benefit cars and, to a lesser extent, public transit
Parking	Availability of parking by mode (public transport and walking always score well because it's not needed)
Land use	Compact land-use with many destinations nearby benefits cycling and especially walking
Motor vehicle capacity	Consider the design intentions of the street and the allocation of space; higher intended motor capacities benefit cars
Motor vehicle volumes	For cycling, riding in mixed traffic with a high volume is challenging. If there are separate provided paths, the disadvantage can be mitigated. For buses, are there separate lanes? Think about how the number of motor vehicles on the street affects the other modes.
Cost incentives	Price of car parking, tolls, etc., how are incentives for cycling and public transport relative to those?
Topography	Hilly topography gives an advantage for motorized vehicles
Time	How long does it take to reach destinations on the route, relatively per mode?
Behavior	How does street user behavior on the route benefit one mode or another? For example, do all road users expect people walking to be guests when they step into the road, and do car drivers not look out for them? Are car drivers, bus drivers, and pedestrians aware of people cycling?
Street environment	A built environment at the human-scale, and with more human activity, is more suitable for pedestrians and cyclists, while long and monotonous blocks with limited interaction with the environment are more suitable for cars. Also think about nature… is there nice, fresh air to walk and cycle in? Is there greenery?
Surface quality	How is the street surface relatively for each mode? People cycling are especially sensitive to poor road quality (e.g., glass on the street, uncleared snow, potholes)

Sources: Bicycle User Experience (BUX, 2017)

WORKSHEET: COMPETITIVE ADVANTAGE

How is this mode positioned for each criterion on this route?

Very Favorably	4	Somewhat Unfavorably	2
Favorably	3	Very Unfavorably	1

	Cycling	Walking	Bus	Car	Taxi	Scooter		
Traffic speed								
Parking								
Land use								
Motor vehicle capacity								
Motor vehicle volumes								
Cost incentives								
Topography								
Time								
Behavior								
Street environment								
Surface quality								
Total								
Average								

NOTES: .....

Community design workshop

OBJECTIVE

Participatory design workshops offer a platform to collaboratively refine ideas, test assumptions, and embed community and hyperlocal knowledge into the design process.

DURATION

The suggested format can be a 1.5-day to 5-day workshop. Here, we have a sample 3-day workshop agenda.

MATERIALS

A suitable workshop venue, printed maps of the site, session presentations, a projector, flipcharts, post-its, pens and markers, and a printed agenda.

PARTICIPANTS

20-30 participants from the local community, architects, artists, maintenance workers, students, and civil society, accompanied by at least 4-5 organisers. Participants can be split into smaller groups for discussions, participatory, and design activities.

METHODOLOGY

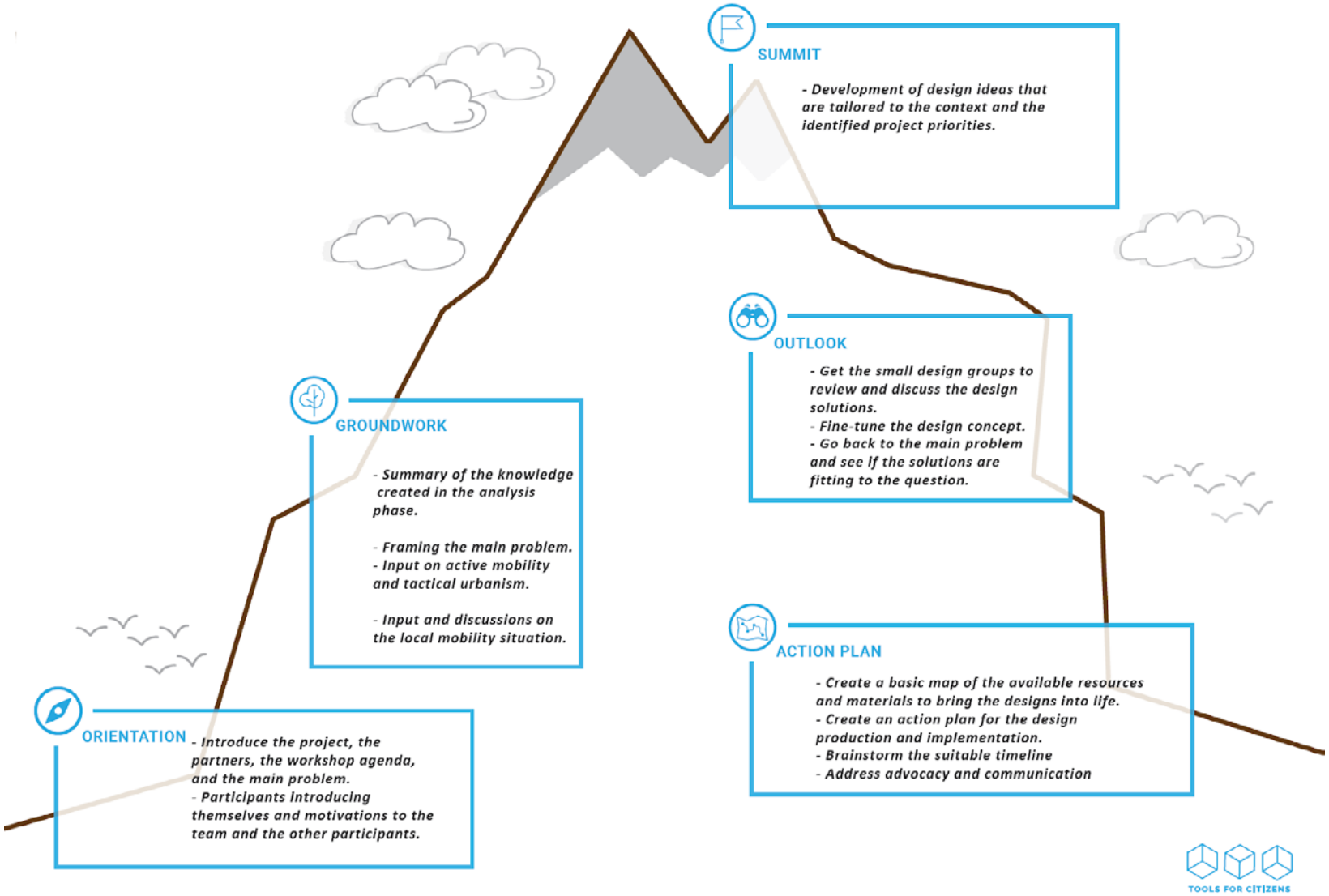
- Visualize the participatory workshop as a mountain that goes through an ascending phase: Orientation and groundwork, then going to a summit where the workshop peaks in addressing its main question or goal, and then a descending phase where you summarize the results and create an action plan. (See next page)
- Assign roles in your team. One person can carry two roles if suitable. The suggested main roles during the workshop are:

- **The facilitator:** responsible for ensuring good communications and a coherent program. This role is responsible for the process, not the outcome.
- **The energizer:** responsible for ice-breaking and energizers when the concentration or energy is low.
- **The time keeper:** to watch the time and breaks.
- **Note taker:** who captures the ideas on paper and maintains a parking lot for ideas or action items that can be discussed later, not to distract the participants from the flow.
- **The fresh air keeper**: who makes sure that the workshop space is comfortable, and makes sure that coffee breaks and lunch breaks are organised.
- **The speakers:** Guest speakers and experts can be invited to add their input in the groundwork phase and guide the content.

TIP: Facilitators and expert speakers are not points of authority. They should encourage and empower active participation from all the workshop participants. All organisers should adopt an open-mindset to what can come out of the workshop and maintain a non-judgemental tone of voice for the ideas that are coming out of the workshop. In the refinement phase, there can be a reflection on the viability of the solutions.

WORKSHOP DESIGN FRAMEWORK

Created by Tools for Citizens



Material & procurement sheet

OBJECTIVE

To ensure all required materials and supplies for the tactical urbanism intervention are identified, sourced, and managed efficiently.

DURATION

To be completed during the planning phase and updated throughout the implementation process.

MATERIALS

Procurement checklist, supplier list, budget plan, approval forms.

PARTICIPANTS

Implementation coordinators, procurement officers, logistics team, financial controller.

METHODOLOGY

- Use this sheet to list each material needed for the intervention, after going through all the elements of design. Estimate quantities and costs, identify suppliers, and track procurement status. This ensures smooth and timely delivery and allows for quick identification of procurement gaps.
- List all the needed services (tractors, cleaning services, etc.) and follow the same process for procurement of services.
- Note if any materials of services are provided as in-kind donations. If not, this list can also help you identify possible sponsors for some materials.
- Mark if any materials are consumable or disposable (like paint) or reusable (like traffic cones). You can prepare a plan for sustainable reuse or pass the procured materials to another project or department.

PROCUREMENT SHEET

LIST OF NEEDED MATERIALS

Item / material	Quantity needed (A)	Estimated unit cost (B)	Total item cost (A*B)	Supplier / source	Reusable / consumable or disposable	Possible future use
TOTAL MATERIAL COSTS						

LIST OF NEEDED SERVICES

Services	Estimated cost	Possible suppliers	State of procurement process	Remarks / notes
TOTAL SERVICES COSTS				

Volunteer management plan

OBJECTIVE

To ensure effective and safe engagement of volunteers during SPARK tactical urbanism interventions. This method ensures volunteers are well-informed, properly trained, and equipped to support the implementation and monitoring processes.

DURATION

Volunteer involvement can range from a few hours (for single-event tasks) to multiple days depending on the duration and scale of the intervention. Plan for at least 1-2 weeks of pre-event orientation.

MATERIALS

- The worksheet of volunteer management plan
- Volunteer sign-up and role assignment sheet
- Safety vests and name tags
- Volunteer policy brief and training materials
- Communication tools (whistle, radios or phones)
- Task-specific tools (painting supplies, cones, signage, etc.)

PARTICIPANTS

Supervisors or team coordinators

METHODOLOGY

Plan for the volunteer recruitment process to ensure good volunteer matching, support and recognition. Follow the worksheet below to ensure all the volunteer management plan is covered.

VOLUNTEERS MANAGEMENT PLANNING

VOLUNTEER ROLES AND RESPONSIBILITIES *List the roles and number of volunteers needed (e.g., marshals, set-up crew, survey collectors). Later, you will need to match this to individual volunteers according to their own interest in the task.*	
RECRUITMENT AND ONBOARDING *Describe how volunteers will be recruited (e.g., social media, community groups). What information will be collected during sign-up? What materials will be shared with volunteers prior to the project?*	
VOLUNTEERS ORIENTATION *Outline the content of the volunteer orientation session. Who will deliver the training? What safety information or demonstrations are needed?*	
COMMUNICATION PLAN *How will updates and schedules be communicated (e.g., WhatsApp group, email)? Is there a daily check-in or debrief session?*	
SAFETY AND CONDUCT *List safety protocols volunteers must follow. What will volunteer wear to be easily identified? Is there an emergency plan volunteers are briefed on? Etc.*	
INCENTIVES AND ACKNOWLEDGMENT *What incentives or thank-you gestures will be provided (e.g., certificates, snacks)? Will volunteers receive a post-event acknowledgment or report?*	

TASKS TO BE CONSIDERED IN VOLUNTEER MANAGEMENT

- Recruitment form
- Registration and liability form including materials and tools distributed
- Project briefing
- Safety protocol
- Role and task lists
- Emergency contact and first aid location identified
- Communication methods (e.g. WhatsApp group)
- Volunteer feedback form

Site monitoring log

OBJECTIVE

To enable field teams and practitioners to document real-time observations during the setup, execution, and takedown of a tactical urbanism intervention. This includes progress monitoring, community reactions, environmental factors, and logistical adjustments.

DURATION

From setup day through the duration of the intervention until dismantling. Suggested monitoring frequency: daily.

MATERIALS

Clipboard, pens, digital tablet (optional), printed log sheet or mobile-compatible form

PARTICIPANTS

Implementation team members, community volunteers, project coordinators.

METHODOLOGY

Observers record qualitative and quantitative updates at regular intervals throughout the intervention. The log captures safety incidents, public engagement, implementation milestones, and materials used or issues encountered. If possible, capture photos to help you document the activity and site usage during the intervention time.

TIPS:

- Print enough copies for each day of implementation
- Encourage short, honest notes rather than polished summaries
- Use the logs for debriefing sessions
- Scan or photograph handwritten logs daily for backup
- Consider syncing with digital tools (Google Sheets, Notion, etc.)on the viability of the solutions.

SITE MONITORING LOG WORKSHEET

DATE AND TIME .....

OBSERVER NAME .....

LOCATION / STREET SEGMENT	OBSERVED ACTIVITY / ISSUE	INTERACTION / FEEDBACK / COMPLAINT	ACTION TAKEN / NOTES

Advocacy strategy canvas

OBJECTIVE

This tool helps you achieve an advocacy plan for long-term policy change and expand the project's influence beyond tactical mobility interventions.

DURATION

3 hours

MATERIALS

Worksheets, pens, sticky notes

PARTICIPANTS

Project partners and key stakeholders

METHODOLOGY

The advocacy canvas provides a visual tool to assist you in developing a comprehensive and coherent advocacy plan for long-term change.

- Use the canvas to understand the landscape, list evidence, and knowledge from your intervention and beyond to focus your advocacy. It also helps you look for strategic openings and opportunities that would allow you to achieve an advocacy win, and identify who to involve.
- Conclude priority policy demands, and the activities to deliver the key messages.
- Create a work plan, taking into consideration the resources and the potential policy and advocacy opportunities.

WORKSHEET: ADVOCACY STRATEGY CANVAS

<table>
<tr>
<td>ADVOCACY DEMANDS
The policy change you are targeting</td>
<td>ADVOCACY ALLIES
Who can join you in your advocacy ask?</td>
<td>ADVOCACY MESSAGES
What would you say to influence or convince?</td>
<td>ADVOCACY EVIDENCE
Key knowledge resources</td>
<td>ADVOCACY IMPACT
What impact will it bring and to whom?</td>
</tr>
<tr>
<td rowspan="6">• Be specific about the change that you are looking for.
• Identify where your ask aligns with the government's broader priority. This can be drawn from the PPPA ALIGNMENT MAPPING.</td>
<td>• Expand on the STAKEHOLDER ANALYSIS in case more stakeholders should be included in the scaling phase.</td>
<td>• Think about the impact your advocacy ask can make on people's lives.
• Think about the added value that is in the interest of the decision makers.</td>
<td>• List the evidence from your tactical urbanism intervention in improving the current situation. List the outcomes and potential improvements.
• Cost-Benefit Analysis
• Similar case studies</td>
<td>• Think about the beneficiary group (for example, vulnerable road users, women, the elderly population, children, people with disability, people with transport affordability challenges, students, etc.)</td>
</tr>
<tr>
<td colspan="2">ADVOCACY ACTIVITIES
What would you do to relay or deliver the message?</td>
<td colspan="2">ADVOCACY RESOURCES
How would you deliver the activities?</td>
</tr>
<tr>
<td colspan="2">• The ways to deliver an advocacy message would be different for different sets of stakeholders.
• Think about whether your activity needs to be a public campaign, a small workshop, or even a letter or meeting.</td>
<td colspan="2">• Think about the financial resources (and in-kind contributions) that will help you conduct your potential activities.</td>
</tr>
<tr>
<td colspan="2">ADVOCACY OPPORTUNITY
Parallel interventions besides the main activity</td>
<td colspan="2">POLICY WINDOW
Are there any policy windows around? Grab them!</td>
</tr>
<tr>
<td colspan="2">• This could be observed and engaged with. For example, World Sustainable Transport Day, UN Decade of Action for Road Safety, regional sustainable mobility week/month, etc.</td>
<td colspan="2">• A policy window is a brief period during which there is an opportunity for policy change. This could be during the development of a new strategy, a new urban area, the formation of a new local government after elections, or in times of crises such as epidemics, or an increase in fuel prices, etc.</td>
</tr>
</table>

SPARK
Sparking active mobility actions for climate-friendly cities

ICLEI
Local Governments for Sustainability

ICSC
Institute for Climate and Sustainable Cities

Supported by:

Federal Ministry for Economic Affairs and Climate Action

Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection

IKI INTERNATIONAL CLIMATE INITIATIVE

on the basis of a decision by the German Bundestag