From Pilot to Permanent

HOW TO SCALE TACTICAL URBANISM USING LESSONS FROM THE GLOBAL SOUTH

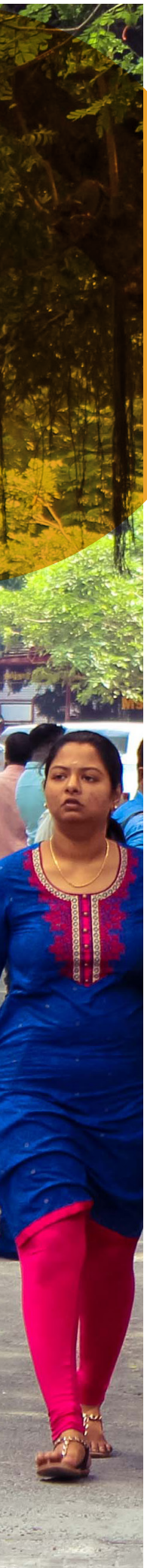
ITDP

CONTENTS

COVER PHOTO:
Pedestrians utilize the expanded median, installed as part of the Dr. Cesar and Salete intersection tactical urbanism pop-up in São Paulo, which was eventually made permanent. Source: ITDP Brazil

FOREWORD

TACTICAL URBANISM: A TOOL FOR URBAN RESILIENCE



A pedestrianization project in Chennai, India widened footpaths around a shopping hub. Source: ITDP India

The ability to rapidly expand, extend, and provide diverse transportation options is key to urban resilience. In the face of evolving and complex public health, environmental, and economic challenges, it is critically important to have the flexibility to quickly adapt urban transport networks to new protocols or shifting demands. Tactical urbanism is a tool all cities have at their disposal to facilitate this rapid adaptation.

In the current context of the COVID-19 pandemic, various forms of long-term lockdown or shelter-in-place orders have limited non-essential travel and resulted in some of the lowest vehicle volumes in decades. Recognizing that people still need (and want) to move around, cities like Bogotá, San Francisco, and Paris quickly rolled out low-cost, flexible interventions like temporary cycle lanes and car-free streets to alleviate crowding on public transport, provide more space for physically distanced recreation, and improve safety on the street for pedestrians and cyclists. Even cities that had not seriously considered tactical urbanism interventions before are starting to see the opportunities these projects present to rapidly change how street space is allocated.

A number of technical resources and design guides exist about how to choose materials for, install, or adjust tactical urbanism projects. This brief, instead, looks at the process and analyzes the goals, challenges, and lessons from tactical urbanism projects across a spectrum of cities in the Global South to offer recommendations that will help ensure that temporary interventions are eventually made permanent. Although these projects were completed before the COVID-19 pandemic, the lessons learned about project design and approach are applicable to post-pandemic projects: cities should still be identifying goals, collaborating with community and government stakeholders, and collecting data to demonstrate results. The implementation, however, may look a little different. Furthermore, cities that moved quickly and have already installed temporary cycle lanes, slow streets, or similar interventions as a response to shifting mobility priorities caused by the pandemic can use this brief to inform their next steps to make some or all of those changes permanent.

While this moment calls for urgent responses to changing needs, it is important that tactical urbanism projects are positioned as part of a long-term strategy or vision, which includes making temporary interventions permanent and scaling up successful projects to other neighborhoods. Tactical interventions should not be viewed as an “end,” but rather as a tool cities can use to help achieve a larger vision of reallocating street space away from private vehicles and investing in safer, more comfortable spaces for people.


MUSHOLA
BAITURRAHIM

INTRODUCTION

TACTICAL URBANISM IN THE GLOBAL SOUTH

Although tactical urbanism has been spreading around the world in recent years, now more and more cities are gravitating toward tactical urbanism as a rapid deployment solution during the COVID-19 pandemic. This brief analyzes tactical urbanism projects from six cities across the Global South, focusing on the process, lessons, and opportunities that enable projects to move from pilot to permanent. From these success stories, we can learn how best to approach tactical urbanism projects with the goal of maintaining and scaling them beyond the pandemic.

The following case studies provide the foundation for this analysis:

- Intersection redesign in the Santana neighborhood of São Paulo, Brazil
- Pedestrian wayfinding and safe routes to school in Jakarta, Indonesia
- Pedestrian realm and public space improvements in Chennai, India

In addition to these completed projects, ongoing projects in Cairo, Egypt; Belo Horizonte, Brazil; and Ranchi, India also contributed to our recommendations for ensuring that pilot or temporary projects are made permanent and, where appropriate, scaled up.

Despite varied contexts, common lessons emerged from these case studies that are applicable to other cities looking to implement tactical urbanism projects. The five key recommendations for helping projects move from pilot to permanent are:

- **Establish and communicate clear project goals:**
Being clear about what the project is trying to achieve—from process to outcomes—will set the project up at the outset to move from pilot to permanent. A higher chance of successful permanent implementation can come from aligning the project with broader policy goals already agreed on by the city.

- **Build early collaboration between community stakeholders and local government:**
Capturing a variety of stakeholder voices is important to ensuring that the project is designed not only *for* the local community but *with* the local community, as well as to building long-term support for temporary projects to become permanent and expand. Efforts should be made to ensure that those who are normally marginalized by the planning process are brought into this process in an equitable and meaningful way.

Brightly colored paint helps designate space for vehicles and pedestrians in a neighborhood of Jakarta, Indonesia. Source: ITDP Indonesia

- **Anticipate resistance and plan to engage those stakeholders:** Tactical urbanism projects can result in some travelers—often drivers—having to change their behavior, which may lead to dissatisfaction and ultimately pushback. For the project to successfully move from pilot to permanent, project leaders need to anticipate this and engage with these groups before and during the pilot, as well as after implementation.

- **Generate excitement and buy-in around project implementation:** Building support and excitement for project implementation can help generate long-term community acceptance and approval. If local communities are not interested or reflected in the project—or even oppose it—the intervention will likely not become permanent, and the possibility of installing similar projects in the city diminishes.

- **Demonstrate impact through data collection:** Telling the story of the project and its impact is critical for moving from pilot to permanent, and then to scaling up. Qualitative data and stories about people that can show experiential impact and quantitative data that can show measurable benefits are all needed to communicate impact. A clear data collection plan will also reveal if project goals were achieved and, if so, provide evidence to support replication in other parts of the city.

After the introduction, the brief describes each intervention, including goals, process, key challenges, and key lessons learned. Those lessons are then synthesized in the conclusion to inform the five key recommendations. We also include possible actions to successfully implement the recommendations.

WHAT IS TACTICAL URBANISM?

Tactical urbanism refers to temporary interventions or pop-ups that use low-cost, flexible materials that can be installed quickly and repositioned easily in response to user feedback. These projects enable people to experience street design changes that can be difficult to conceptualize. Tactical urbanism projects are typically short term (lasting a few days) or medium term (lasting a few weeks or months); however, the projects are intended to facilitate long-term change. These projects can also provide an opportunity to trial smaller pieces of a larger project, allowing for quicker implementation, modification, and evaluation, which can help inform later project phases. In this way, tactical urbanism projects contribute to the resiliency of urban transportation systems, empowering cities to rapidly adjust infrastructure and expand sustainable mobility—walking, cycling, public transportation—to respond to new challenges. In recent years, the tactical urbanism approach has gained popularity globally, helping cities achieve key stakeholder buy-in and community support to reallocate street space for people.

Tactical urbanism projects range in scale and formality from guerrilla gardening to redesigns of public transport facilities and public spaces, and those carrying out the projects can range from individual advocates to city governments. The tactical urbanism projects highlighted in this brief have all been implemented in partnership with local government agencies, as well as other key stakeholders, including technical experts, civil society groups, and local residents. This type of multi-stakeholder approach ensures that pilot or temporary designs accommodate a variety of needs and helps lay the foundation for permanent implementation.

THE ROLE OF TACTICAL URBANISM IN SUSTAINABLE TRANSPORT

In many cities around the world, transportation systems were designed to facilitate quick, convenient private vehicle trips, often at the expense of other road users. Conversely, sustainable transportation networks seek to provide widespread, equitable access to destinations and services for all while also maintaining safety, protecting human health and the environment, and using resources efficiently. To achieve these goals, most cities will need to reallocate street space away from private vehicles and invest in safer, more comfortable facilities for walking, cycling, and public transport. Doing so can be a hard sell to stakeholders who benefit (or perceive to benefit) from driving. Tactical urbanism projects enable people to experience street and other design interventions firsthand and enable city officials to gather data and feedback to make a stronger case for permanent implementation.

Learn how tactical urbanism supports public transport, open streets programs, public space improvements, and more at tacticalurbanismguide.com/guides

CASE STUDY

SÃO PAULO, BRAZIL

Dr. Cesar + Salete intersection redesign

The Dr. Cesar and Salete intersection redesign in São Paulo's Santana neighborhood expanded pedestrian space in a vehicle-dominated intersection by creating a roundabout, extending pedestrian curbs, and shortening crosswalks. By reducing vehicle travel speeds, the project transformed the commercial streets surrounding the intersection into a safe and more attractive space for pedestrians, while maintaining driver and local business satisfaction. Following a temporary redesign in September 2017, the pedestrian-friendly intersection treatments were made permanent in 2018. Analysis before, during, and after the permanent redesign revealed that the intervention resulted in vehicle speeds 32% slower than before the redesign and that the intersection's vehicle flow was also improved. Successful collaboration between the local government and various civil society organizations led to the project scaling up and inspiring similar redesigns in other São Paulo neighborhoods, such as a safe routes to school street redesign in the neighborhood of José Bonifácio.

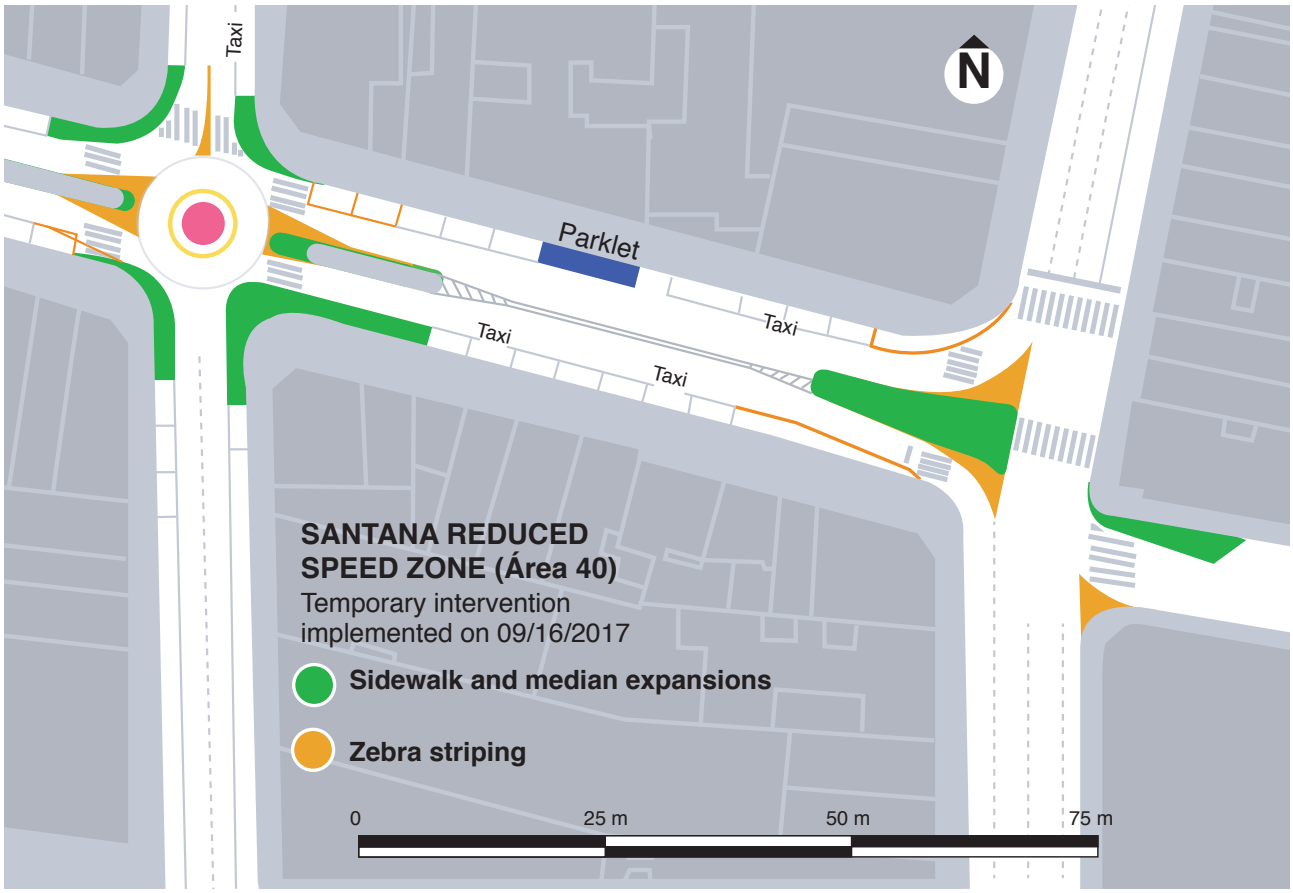
PROJECT GOALS

Improve compliance with the city's 40 km/h "reduced speed zones," as a part of a plan to reduce speed limits to 30 km/h.

Improve safety and comfort for pedestrians at a major intersection.

Build support for sustainable, affordable interventions that enable vehicles and pedestrians to efficiently use the intersection.

PREVIOUS PAGE: Before and after the tactical urbanism intervention at the Dr. Cesar and Salete intersection in the Santana neighborhood of São Paulo, Brazil. Source: Tomaz Cavallieri/WRI Brasil


Taxi
N
Parklet
Taxi
Taxi
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SANTANA REDUCED
SPEED ZONE (Área 40)
Temporary intervention
implemented on 09/16/2017
Sidewalk and median expansions
Zebra striping
0
25 m
50 m
75 m

SUMMARY

Location: Santana neighborhood

Type: Commercial & residential district

Project area: 165 m^2

City stakeholders: Santana & Tucuruvi Regional Prefecture; Municipal Mobility and Transport Secretariat; Traffic Engineering Company of São Paulo

Partners: ITDP Brazil; Citi Foundation; Bloomberg Initiative for Global Road Safety; NACTO Global Designing Cities Initiative; WRI Brazil; Vital Strategies

TIMELINE

2016: The successful São Miguel Paulista neighborhood intervention (see below) inspires the city government and other stakeholders to pursue similar projects in São Paulo, including the Santana project.

May 2017: The Santana neighborhood is used as a case study for a safe streets workshop, aimed at technicians from São Paulo City Hall, carried out by NACTO Global Designing Cities Initiative, in partnership with ITDP Brazil, and supported by the Bloomberg Initiative for Global Road Safety and WRI Brazil.

August 2017: An ideas workshop for the temporary redesign is conducted with local stakeholders, including two schools and a local commercial group.

September 2017: Temporary interventions at the Dr. Cesar–Salete intersection, including sidewalk bulb-outs, pedestrian refuge islands, and a more defined roundabout, are implemented in partnership with the city.

June 2018: Sidewalk bulb-outs, refuge islands, lane markings, and the central roundabout are made permanent.

PREVIOUS PAGE:
TOP: Dr. Cesar + Salete intersection and surrounding area, São Paulo, Brazil. Source: ITDP Brazil
BOTTOM: Permanent installation of the tactical intervention at the Dr. Cesar and Salete intersection in the Santana neighborhood of São Paulo, Brazil. Source: Thiago Diz

THIS PAGE:
Children playing at the São Miguel Paulista tactical urbanism intervention in 2016. Source: ITDP Brazil

CHALLENGES

Managing driver dissatisfaction: Fifty-three percent of drivers surveyed mentioned negative aspects of the project. However, over half of drivers surveyed believed the project was beneficial, indicating that the intersection was improved or partially improved. Implementing a medium-term project, which provides a period of adjustment for drivers, can ease initial resistance to the changes.

KEY ACTIONS FOR SUCCESS

Prioritized civil society participation: Local partners should be included not only to ensure their needs are reflected in the project goals but also to gain community support and local mobility knowledge. Two local schools were contacted to have students participate in the August ideas workshop. In this workshop, students offered critical knowledge of youth and local mobility, which informed the project's temporary implementation designs.

Maintained consistent communication with concerned stakeholders: The chosen intersection is near many shops, and interaction with commercial stakeholders was carefully planned to keep them informed about the redesign as plans unfolded. In a July 2017 meeting, the Commercial Association of São Paulo, Northern District, was given a presentation of how pedestrian safety could be increased in the Santana neighborhood. At the same meeting, the association's members were invited to the August ideas workshop. Project facilitators also visited individual merchants near the intersection a few days before the pop-up phase was implemented to keep them informed and answer questions.

WHAT DID USERS THINK OF THE REDESIGN?

CASE STUDY

JAKARTA, INDONESIA

Safe pedestrian connections to MRT stations

New signage for the Haji Nawi intervention. Source: ITDP Indonesia

PREVIOUS PAGE: Children walk safely to school along newly painted pedestrian lanes near the Cipete Raya MRT station in Jakarta. Source: ITDP Indonesia

As part of the Jalan Jakarta campaign, the Jakarta city government and MRT Jakarta, operator of the mass rapid transit (MRT) system, are improving pedestrian access within 500 meters of MRT stations. The campaign is focused on MRT stations that scored low on ITDP Indonesia's walkability audit, conducted using ITDP's *TOD Standard and Pedestrians First* tools in July 2019. The Haji Nawi MRT station was identified as being particularly challenging to access on foot. Owing to a lack of sidewalks on the main road leading to the station, pedestrians tend to prefer using smaller side streets, which have lower vehicle volumes but can be confusing and difficult to navigate. To improve the walking environment, a network of side streets was selected for improved wayfinding, using painted signs and road markings (see left).

A similar pedestrian safety intervention was implemented near the Cipete Raya MRT station. Just 70 meters from the station is a primary school; the majority of its students walk and cycle to school, and many use a major alley as a shortcut to and from the MRT station. While convenient, this route does not have speed limits or signs alerting vehicles to pedestrians. To improve safety, the tactical intervention created a "school safety zone" with a painted pedestrian walkway, safe crossings to the MRT station, and a painted alleyway with additional lighting.

PROJECT GOALS

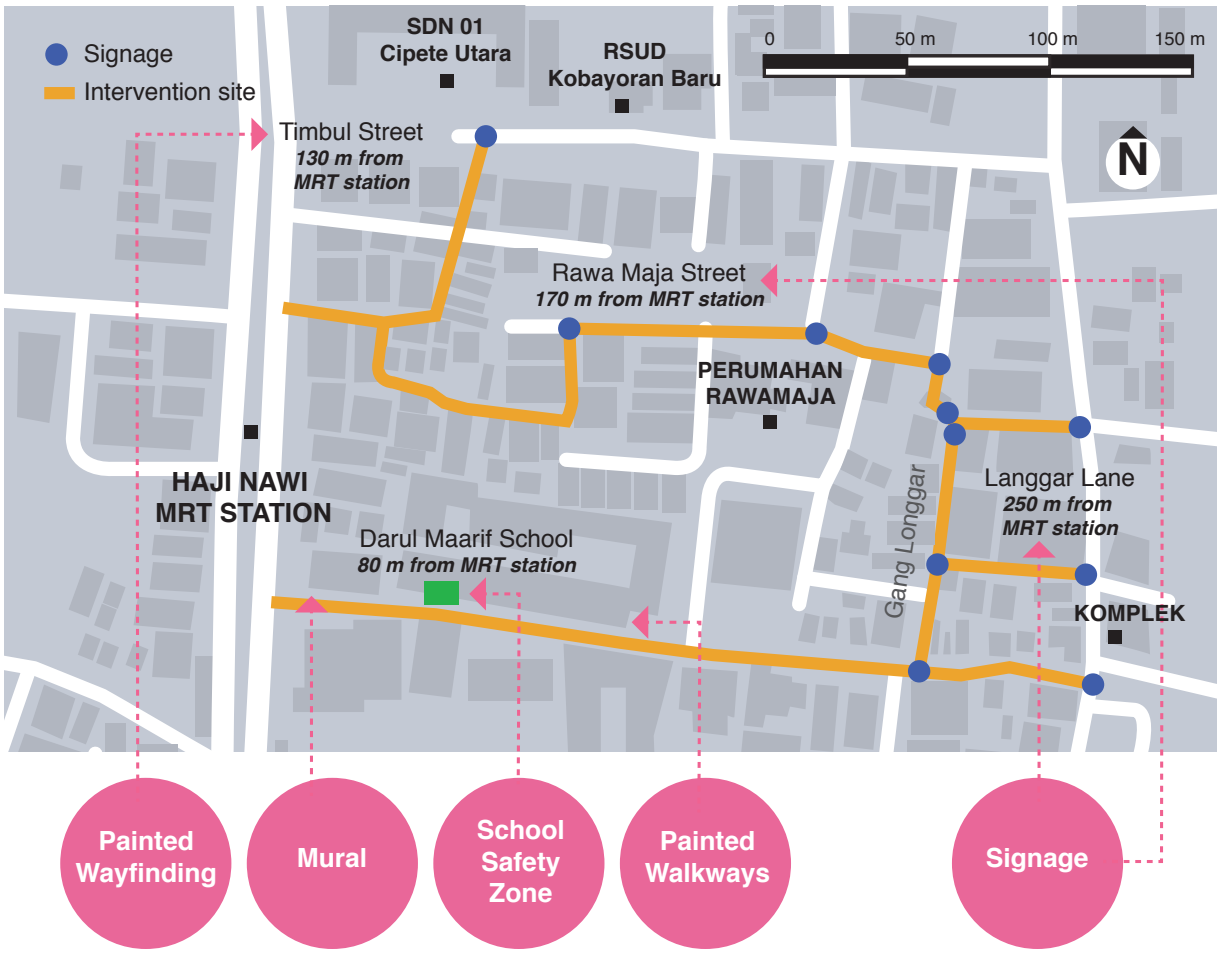
Improve pedestrian safety and access to MRT stations using a co-design planning process.

Reclaim street space from vehicles along routes already heavily used by pedestrians.

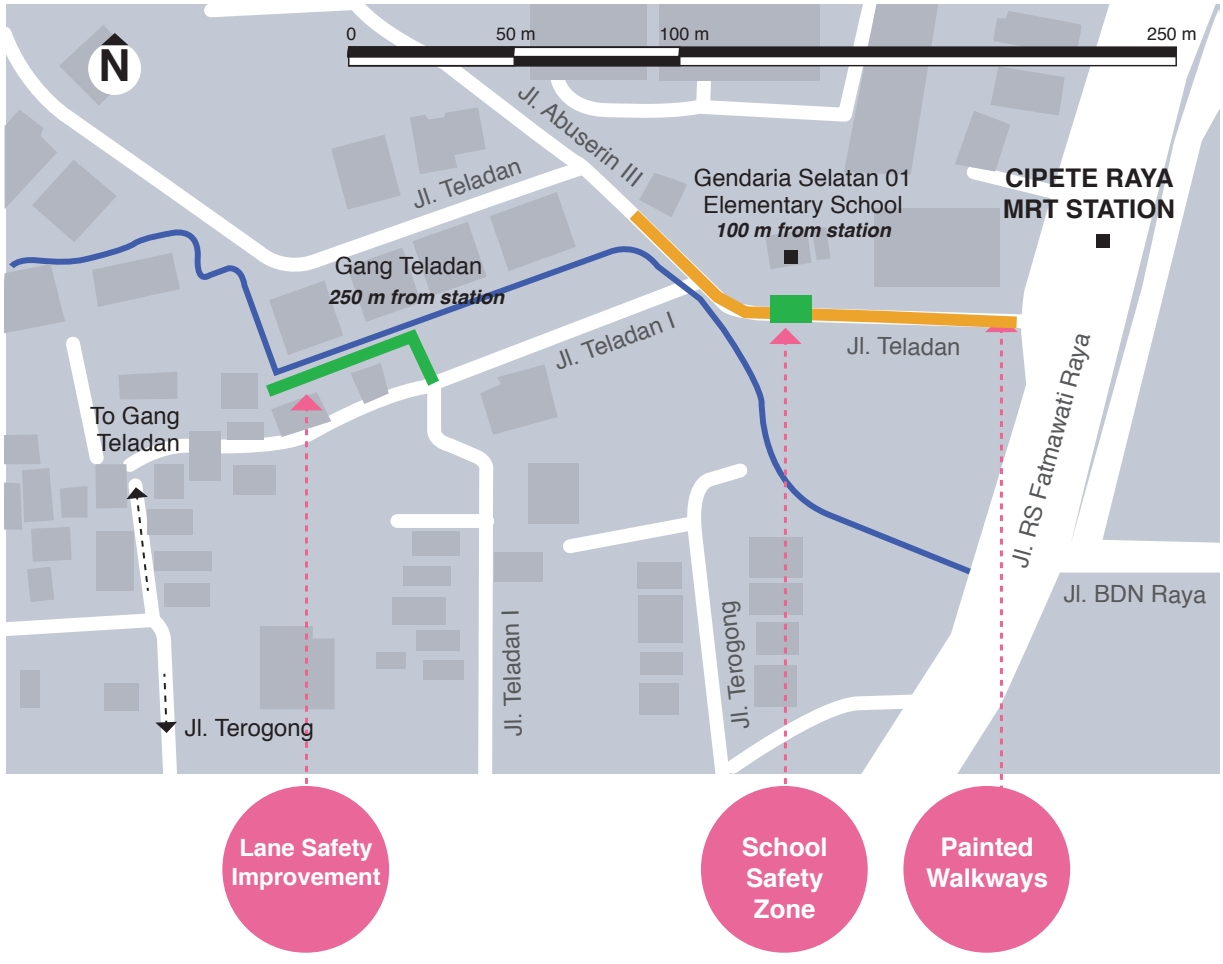
Have successful permanent implementation serve as a model to promote the utility of this kind of intervention and encourage stakeholders to pursue similar projects in other areas of the city.

NEXT PAGE: The Cipete Raya and Haji Nawi MRT stations and surrounding areas in Jakarta, Indonesia. Source: ITDP Indonesia

HAJI NAWI INTERVENTION AREA



CIPETE RAYA INTERVENTION AREA



SUMMARY

Location: Haji Nawi (HN) and Cipete Raya (CR) MRT stations

Type: Residential districts

Duration: 3 months (HN); 2 months (CR)

Total cost: US $7,700 (HN); $3,000 (CR)

Project length: 670 m (HN); 240 m (CR)

City stakeholders: MRT Jakarta; Jakarta city government

Partners: ITDP Indonesia; Tarumanagara University; local residents

CHALLENGES

Managing driver dissatisfaction: Convincing local drivers of the need for increased pedestrian priority was difficult, and proposed changes were met with resistance from residential vehicle users.

Ensuring equitable engagement: Both projects used a co-design (or participatory design) process, which involves stakeholders in design development so that the final design is useful and meets their needs. While meant to be inclusive, this process can be dominated by those with the strongest voices. Facilitators of project design meetings worked hard to provide alternatives, such as accepting written comments, to make sure all issues and opinions were heard. Establishing these additional feedback channels is especially important to gather input from vulnerable groups.

TOP: Before and after signage for the Haji Nawi MRT station
BOTTOM: School children walk at a redesigned corner at the Cipete Raya station, including bright paint and a corner mirror for safer interactions between pedestrians and motorists. Source: ITDP Indonesia.

KEY ACTIONS FOR SUCCESS

Evaluated the need for permanent materials: In some cases, projects do not require "temporary" materials, like paint, to be replaced with physical boundaries. In the Cipete Raya project, painted pedestrian lanes sufficiently changed driver behavior and increased user safety. Fitting the local context is necessary, and scaling to the right degree can encourage support for additional improvements to the local street network, while maximizing budget and resources.

Engaged active and potential new users: For the Cipete Raya project, the neighborhood chapter of PKK (a national women's organization) was a critical stakeholder, as members were experts on local issues, especially related to children's safety. It is important to recognize not only existing users but also potential new users. Understanding the challenges and needs of potential new users early on will help inform more accurate project goals.

Defined clear goals: A co-design process yields many ideas; however, not all can be carried out owing to cost, time, or other restrictions. Defining clear goals, like prioritizing space for pedestrians and improving safety, can help focus discussions during and after the co-design workshops on the most plausible elements for implementation.

Leveraged community events: Aligning implementation with already planned community events can improve local participation and buy-in. For example, implementation of the Cipete Raya project was done alongside Kerja Bakti, a monthly clean-up day for the neighborhood.

Local students, workers, and ITDP staff paint dedicated lanes and new crosswalks in Jakarta, Indonesia.
Source: ITDP Indonesia


TRAFFIC SIGNALS

CASE STUDY

CHENNAI, INDIA

Creation of the Pondy Bazaar Pedestrian Plaza

Since 2014, the Greater Chennai Corporation (GCC) has adopted policies to prioritize pedestrians, cyclists, and public transport users, including a non-motorized transport policy, the Chennai Street Design Project, and Smart City Mission initiatives. The opening of the Pondy Bazaar pedestrian plaza transformed a busy, car-centric shopping street in the center of Chennai into a walkable, livable pedestrian promenade. After a successful second trial run in 2017, the plaza was made permanent in late 2019. Key design features include vibrant furniture, play equipment for children, trees and planters, lighting, and utility design with wide and continuous footpaths for pedestrians. This project is among many others carried out by the GCC in recent years, including redesigns of Raman Street (T Nagar), Police Commissioner Office Road, and Harrington Road, as well as the Car-Free Sundays initiative. The city has also adopted the Complete Streets guidelines to continue its work toward creating better streets for people, through prioritizing livability, mobility, and utility.

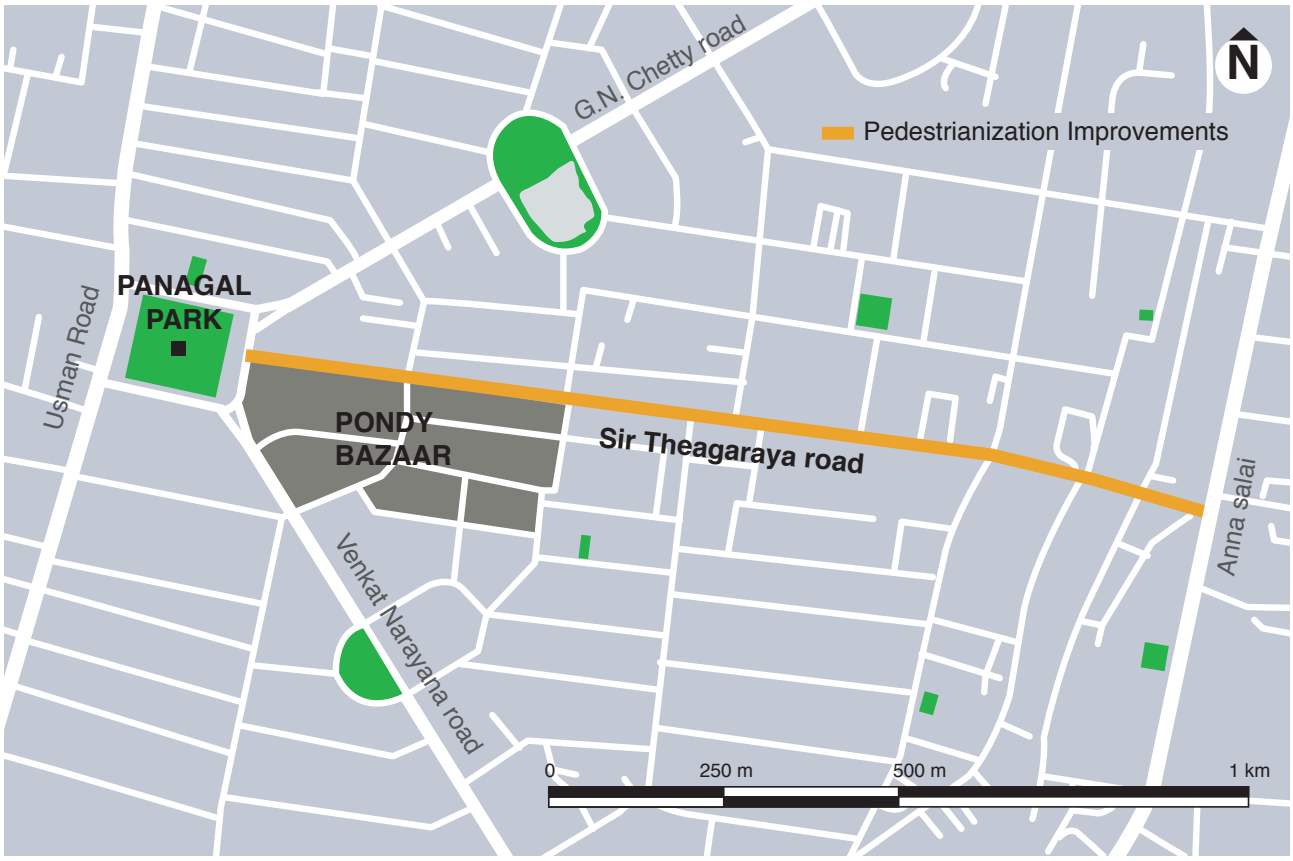
PROJECT GOALS

Reclaim street space from motorized vehicles for pedestrians along the commercial street.

Build support for this kind of sustainable intervention as part of the larger Smart City Mission and Chennai Street Design Project initiatives.

PREVIOUS PAGE: Pedestrians walk safely along an expanded tactical urbanism footpath, while two-wheelers and buses use the reduced traffic lane. Source: ITDP India

RIGHT: Pedestrians trial a new walkway in Chennai, India. Source: ITDP India



Sir Theagaraya road, Pondy Bazaar plaza, and surrounding areas in Chennai, India. Source: ITDP India

SUMMARY

Locations: Pondy Bazaar, Sir Theagaraya Road

Type: Commercial street

Project length: 1.4 km

City stakeholders: Greater Chennai Corporation; Chennai Traffic Police

Partners: ITDP India; local shopkeepers; local residents

CHALLENGES

Communicating project benefits: The Pondy Bazaar plaza has served as a central shopping area for Chennai residents, and there were many stakeholders with vested interests in the project. Shopkeepers, in particular, voiced many concerns about how the temporary (and, ultimately, permanent) intervention might affect their daily business or prevent shoppers from accessing the area.

KEY ACTIONS FOR SUCCESS

Leveraged local government support: The commitment of the GCC to transforming streets in the city facilitated useful partnerships with other public bodies. For the second trial run, a 700-meter stretch of road was closed to private and shared vehicles (while still allowing two-wheelers and buses). Traffic rerouting was successful, due in part to successful collaboration with the Chennai Traffic Police.

Documented success and maintained consistent communication with concerned stakeholders: The area surrounding the Pondy Bazaar plaza is a heavily frequented shopping destination, and many merchants were concerned that reducing vehicle parking as part of the redesign would reduce their profits. The project team engaged with local shopkeepers, conducted surveys of users to address shopkeeper concerns, and provided case study examples from other cities, demonstrating how the redesign will

give a new identity to the shopping hub, thereby attracting more people and boosting the economy.

Implemented multiple temporary designs: Owing to high levels of foot and motorized traffic along Theagaraya Road, which would be redesigned to include a dedicated bus corridor and cycle track, the project team had to collect as much input from stakeholders as possible before moving forward with a permanent design. As a result, two temporary project trials—the first in November 2016 and the second in February 2017—were carried out to assess user opinion and collect design feedback. Pedestrian counts, user surveys, and vehicle volume videos were conducted to inform the final design of the plaza.

Before (**TOP**)
& After (**BOTTOM**)
Source: ITDP India

PROJECTS IN DEVELOPMENT

While projects in the previous section have been made permanent, the projects highlighted in this section provide opportunities to explore how pilot or temporary designs move towards full or permanent installation. Each of these examples demonstrate how a temporary intervention or pop-up can build momentum towards a larger project—a cycle network in Cairo, reduced speed zones across Belo Horizonte, and improved pedestrian safety in Ranchi.

Pedestrians and cyclists comfortably use the expanded curb during a tactical urbanism intersection project in Cairo, Egypt.
Source: ITDP Africa

PROTECTED CYCLE LANE PILOTS

Cairo, Egypt

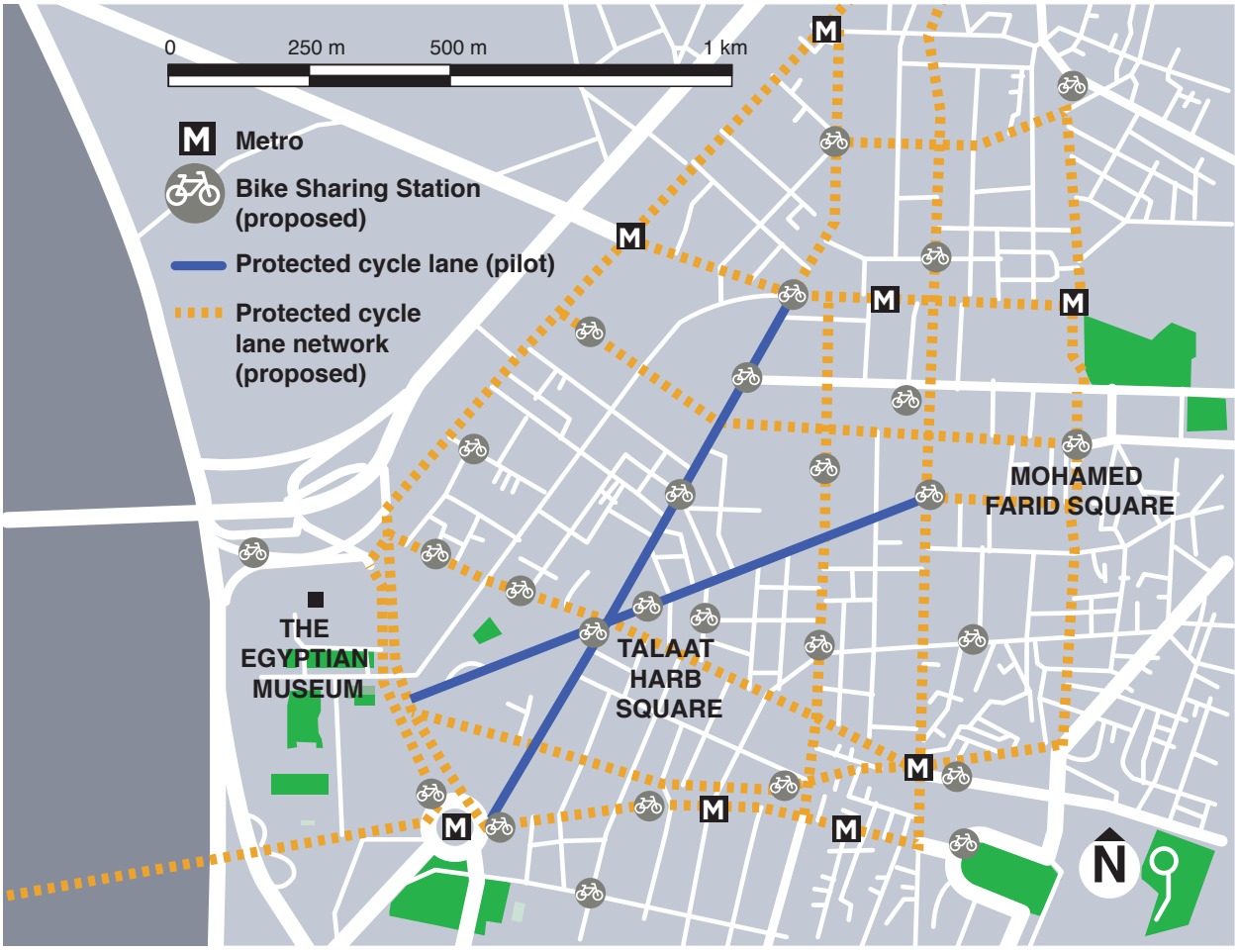
SUMMARY

Location + type
Cycle lanes on Kasr Al Nile and Talaat Harb; intersection improvements at Mohamed Farid Square and Talaat Harb Square

City stakeholders:
Cairo Governorate and Traffic Department

Partners:
ITDP; UN-Habitat; Burohappold Engineering; traffic and street design consultants

The Cairo Governorate supports expanding cycling as a transport mode in the city and has begun to plan a network of protected bicycle lanes and improvements to intersections in downtown Cairo. A bikeshare system is also being planned. In 2018, a temporary protected bicycle lane and pedestrian refuge islands were implemented at Mohamed Farid Square as part of a multi-stakeholder workshop. Now, protected cycle lanes along two key downtown streets are being piloted (see below), which will continue through a major intersection, Talaat Harb Square, where these lanes intersect. This pilot will lay the groundwork for 15 kilometers of protected cycle lanes planned by the Cairo Governorate.



Map of the proposed downtown cycle network in Cairo, with piloted protected cycle lanes highlighted. Source: ITDP Africa

PROJECT GOALS

Demonstrate the fundamentals of Complete Street design and provide a proof-of-concept example in Cairo.

Evaluate impacts on traffic flows of dedicating more street space for cyclists and pedestrians.

Promote the Cairo Governorate's commitment to moving the city toward a more integrated, sustainable transportation network.

Talaat Harb Square in Cairo prior to intervention. Source: ITDP Africa

A rendering of Talaat Harb Square reimagined with protected bicycle lanes and increased pedestrian space. Source: ITDP Africa

SUMMARY

Location + type
Street segment in residential neighborhood

City stakeholders:
Transport and Transit Company of Belo Horizonte; Belo Horizonte city government

Other stakeholders:
ITDP; Citi Foundation; specialists from Bremen and Leipzig; GIZ; WRI

TACTICAL 30-ZONE

Cachoeirinha, Belo Horizonte, Brazil

A reduced speed zone (known locally as a "30-zone") was implemented in the Cachoeirinha neighborhood in Belo Horizonte, using a short-term tactical design, after years of discussions and unsuccessful attempts. The neighborhood has multiple schools as well as a retirement home, and vehicles often travel at speeds that put local children, adolescents, and the elderly at risk. The pop-up project design resulted from a workshop with 90 local high school students, who have local knowledge of daily transportation needs. The intervention used paint, temporary furniture, removable signage, and mobile barriers (see below) to create a winding path for vehicles, forcing drivers to reduce their speed. Wider sidewalks increased safety and comfort for pedestrians. Data collection after the pop-up project found the intervention reduced motor vehicle speeds by 31%. In addition, 89% of those interviewed approved of the action, and 81% supported making the temporary design permanent.

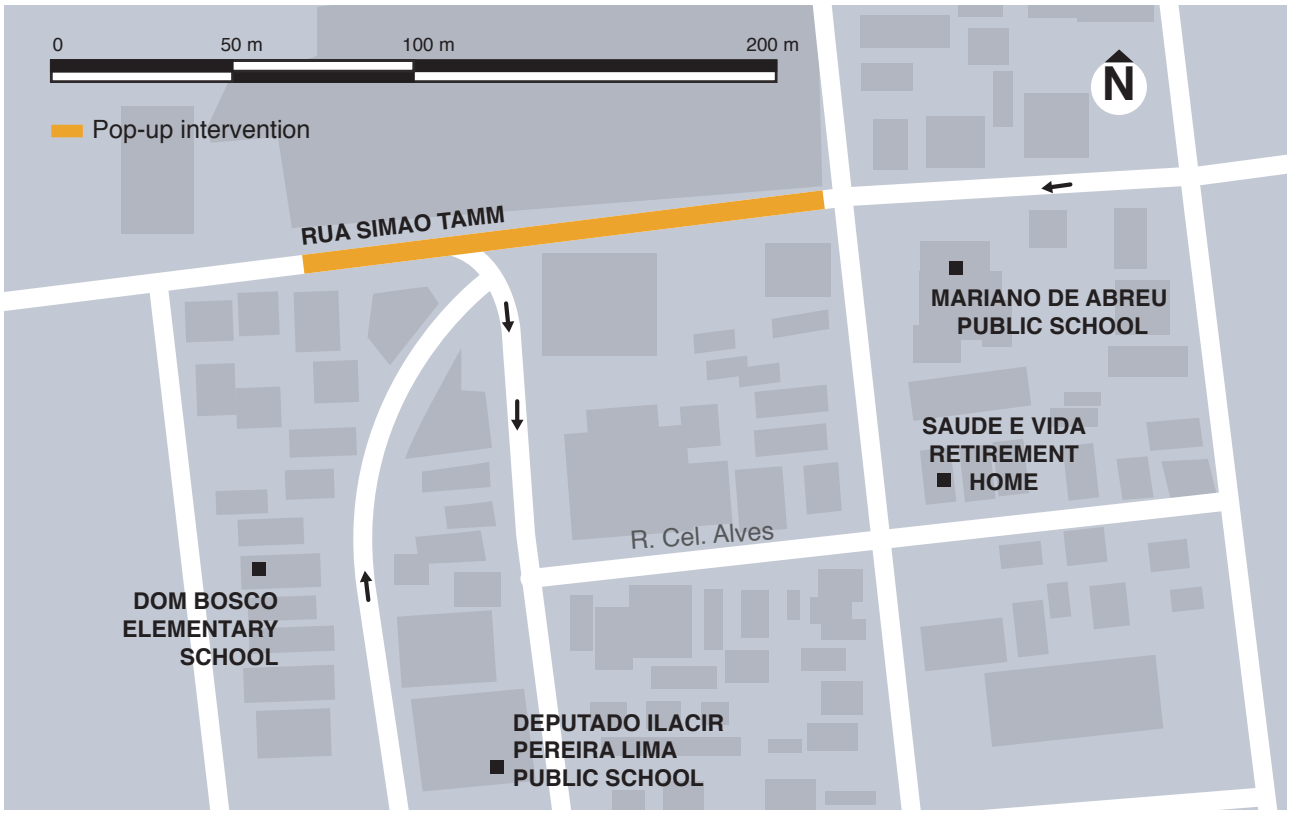
Children play along the temporary intervention in the Cachoeirinha neighborhood in Belo Horizonte, Brazil. Source: ITDP Brazil

PROJECT GOALS

Empower local students through a workshop about the fundamentals of safe street design and the opportunity to contribute to a transformative project in their own neighborhood.

Promote the Belo Horizonte government's commitment to 30-zones and move the city toward a safe network of slow streets.

Improve pedestrian safety around the local retirement home and multiple schools.



TOP:
The Cachoeirinha neighborhood pop-up along Rua Simão Tamm
Source: ITDP Brazil.

BELOW:
RIGHT: Children help paint newly dedicated space for pedestrians and cyclists.
LEFT: The before and after images of the tactical urbanism project in Belo Horizonte, Brazil.
Source: Octopus Producoes

SUMMARY

Location + type
A segment of high foot traffic, commercial M.G. Road in the central business district of Ranchi

Estimated passersby:
4,560 pedestrians/hour, 2,730 motorcycles/hour, and 550 vehicles/hour

City stakeholders:
Ranchi Municipal Corporation; Ranchi Traffic Police

Other stakeholders:
ITDP India; Rotaract club; local residents

RECLAIMING PEDESTRIAN SPACE

Ranchi, India

With over 4,000 pedestrians passing per hour, M.G. Road is one of the busiest streets in Ranchi. In spite of this high foot traffic, pedestrians share space with motor vehicles, compromising the safety of those on foot. In collaboration with the Ranchi Municipal Corporation, ITDP India placed low-cost barricades along a portion of the road to temporarily widen footpaths. Pedestrians responded positively to having more space to walk, leading to a second phase of the project, which featured color demarcation of the new pedestrian space (see below). This was the first tactical urbanism project in Ranchi, and in the entire state of Jharkhand. Encouraged by the positive public response, the Ranchi deputy mayor indicated the government's interest in scaling this project for the entire M.G. Road and has started planning a complete—and permanent—redesign. In addition, this project inspired similar projects in other parts of the city, as well as a smart parking management program along M.G. Road.

Caption: Pedestrians walk along the M.G. Road intervention in Ranchi, India. Source: ITDP India

PROJECT GOALS

Dedicate street space for pedestrians and draw attention to the impacts on pedestrian and cyclist flows, both for users and for city decision-makers.

Build support for this kind of scalable, low-cost intervention by documenting pedestrian and cyclist feedback through surveys and other methods.

Successfully transition the temporary design to a permanent one to encourage similar projects in Ranchi.

TOP:
The portion of M.G. Road in Ranchi, India where widened footpaths were piloted, and successfully led to permanent implementation. Source: ITDP India

BOTTOM:
LEFT: Staff re-paint the colorful dedicated pedestrian area Ranchi, India after an evening of rain.
RIGHT: An aerial image of the tactical urbanism project along M.G. Road. Source: ITDP India

CONCLUSION

RECOMMENDATIONS FOR MOVING FROM PILOT TO PERMANENT

The following recommendations are informed by both the completed and ongoing projects highlighted in this report, and are intended to inform more successful tactical urbanism projects going forward. Recognizing that these recommendations are complex, a "pathway" for implementing each is proposed.

ESTABLISH AND COMMUNICATE CLEAR PROJECT GOALS

Establishing clear goals, and clearly defining resources, timelines, and partners, sets common expectations for the project. Communicating such goals helps everyone involved understand what the project aims to achieve. Goals can be about the desired outcome, like improving road safety, about the process, like in Jakarta with the process of co-design, or building support for more types of interventions. Because tactical urbanism projects are diverse, and project success is contextual, goals need to be clearly articulated before the project begins. Tactical projects will range in capacity and design for every local context. While some projects may need to transition from temporary to permanent materials to be considered successful, as was the case with the intersection redesign in the Santana neighborhood of São Paulo, other projects, such as the MRT accessibility improvements in Jakarta, will not require the same phasing.

Possible Pathway

Project planners and stakeholders should agree on project goals at the outset to ensure that the scope aligns with community needs. It is also important to define what success looks like, how to measure it, and what data should be collected before, during, and after implementation. Furthermore, documenting positive feedback on short-term pop-ups, like the widening of footpaths on M.G. Road in Ranchi, can often help build momentum for permanent changes.

BUILD EARLY COLLABORATION BETWEEN STAKEHOLDERS AND LOCAL GOVERNMENT

Collaboration between project coordinators, local residents, and the government is key to balancing priorities and developing consensus around goals and the final design. Community stakeholders provide specific knowledge and insights that project facilitators may not possess. However, engaging all potential stakeholders—especially those who are normally marginalized by the planning process—*and* securing their input

on the project is often difficult. Capturing a variety of stakeholder voices is important to ensure that the project is not only designed *for* the local community, but *with* the community. Additionally, it is important that project managers understand political and social contexts to ensure that groups with strong voices (e.g. wealthy groups, vehicle owners) do not take over the planning process.

Possible Pathway

A co-design process can bring together diverse stakeholders and offer each the opportunity to contribute to idea generation. However, it is important to provide a variety of channels for engagement, such as in-person workshops and written comment requests, to ensure all users' voices are heard during the planning process. Consider engaging with stakeholders who can provide perspectives that may not be immediately apparent to technical advisors and planners less familiar with the area, such as school students. The São Paulo, Jakarta, and Belo Horizonte projects collaborated with local schools, which not only enabled the integration of students' specialized local knowledge into the designs but also educated students about safe street principles (Belo Horizonte) and gave them a platform for creative use of public spaces (Chennai). Similarly, a local women's group contributed to the Jakarta walkability projects, providing specialized knowledge of where and how children travel to school.

ANTICIPATE RESISTANCE AND PLAN TO ENGAGE WITH THOSE STAKEHOLDERS

Tactical urbanism projects that result in certain users changing their mobility habits (e.g. driving at reduced speeds, finding an alternative route) can lead to dissatisfaction. This is largely the case for vehicle users, and managing driver dissatisfaction was a common challenge across projects.

Possible Pathway

Anticipate resistance from some groups, and plan to engage with these groups throughout the project process. Before implementation, consider how best to educate dissatisfied users about the benefits the intervention can provide. In Chennai, project managers used data from other interventions to show concerned shopkeepers that reducing parking would not reduce commercial revenues. During the pop-up or temporary implementation, plan for adjustments that can address dissatisfied users' concerns but maintain the integrity of the project. Finally, maintain engagement after permanent implementation; for the Cipete Raya project in Jakarta, ITDP Indonesia kept in contact with local leaders and school teachers for six months to ensure that the post-implementation transition was successful.

GENERATE EXCITEMENT AND BUY-IN AROUND PROJECT IMPLEMENTATION

Building support and excitement for project implementation can help generate long-term community acceptance and approval. If local communities are not interested or reflected in the project—or even oppose it—the intervention may not be used, and the possibility of similar projects in the city diminishes.

Possible Pathway

Aligning project implementation with a scheduled community event can maximize volunteers and enthusiasm. Project leaders may be able to maximize community interest in a tactical redesign by identifying opportunities to involve the local community in the implementation. In Jakarta, the Cipete Raya walkability improvements were installed during a monthly neighborhood clean-up day. Implementation could also be planned to coincide with scheduled maintenance, such as road resurfacing, to reduce costs and the need for road closures.

DEMONSTRATE IMPACT THROUGH DATA COLLECTION

Documenting and sharing project impacts—both quantitative and qualitative—provides evidence that can be used to advocate for similar interventions on other streets or in other neighborhoods. However, doing so can be expensive and time-consuming.

Possible Pathway

Plan to collect data (e.g. traffic volumes, speeds, pedestrian and cyclist counts) and testimonials (e.g. asking different users what they like most or least about the project location) before, during, and after the project is implemented. ITDP India used pedestrian counts, user surveys, and vehicle volume data to inform the final project design for the Pondy Bazaar pedestrian plaza in Chennai. Coordinate volunteers to help collect before and after data and images, which can be used to communicate project impacts, evaluate success against predetermined targets, and advocate for replicating projects elsewhere in the city.

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