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PEOPLE AND PROCESSES

THE WHO AND HOW OF A TACTICAL URBANISM PROJECT

A tactical urbanism project, though primarily a tool to effect change in our physical environments, also encourages residents, non-profits, local businesses, and government agencies to work together to bring about this change. It is by nature a participatory planning tool and therefore it becomes imperative to present all the people involved and the work flow processes as inseparable to each other.

The overall work flow for a tactical urbanism project is structured under 4 key stages:

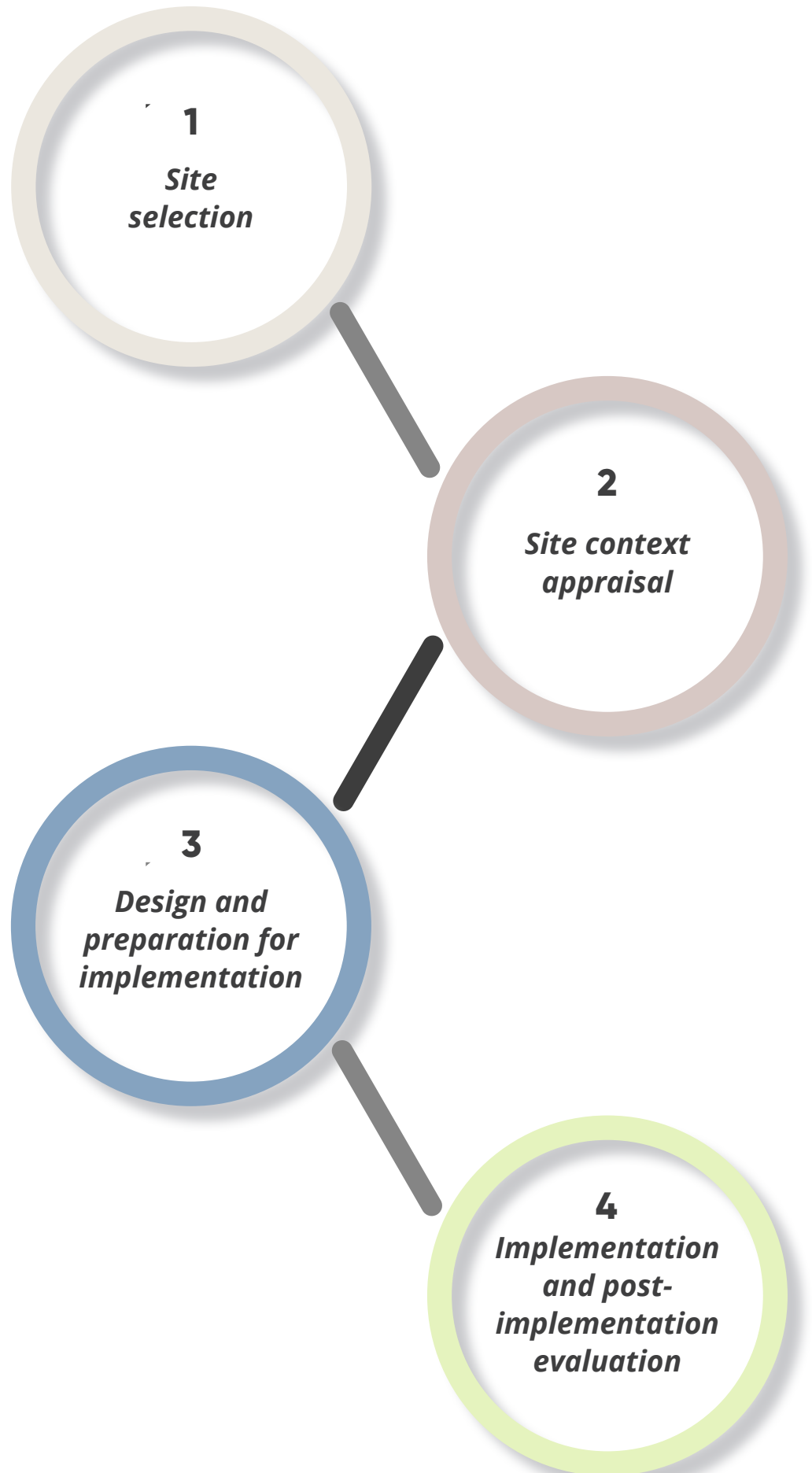
- 1. *Site selection*** – Selecting a stretch to plan and execute a tactical urbanism project
- 2. *Site context appraisal*** - Understanding the site, its context, opportunities and constraints
- 3. *Design and preparation for implementation*** – Detailing out the designs based on site context appraisal including estimating costs for the implementation and preparing for on-ground execution
- 4. *Implementation and post-implementation evaluation*** – Executing the designs on site and measuring the results

Each of these stages requires several players to take up specific roles and responsibilities but broadly there are five roles to be fulfilled in a tactical urbanism project-

- ***Initiation & championing***
- ***Design & construction***
- ***Coordination & logistics***
- ***Communications & documentation***
- ***Funding/ fundraising***

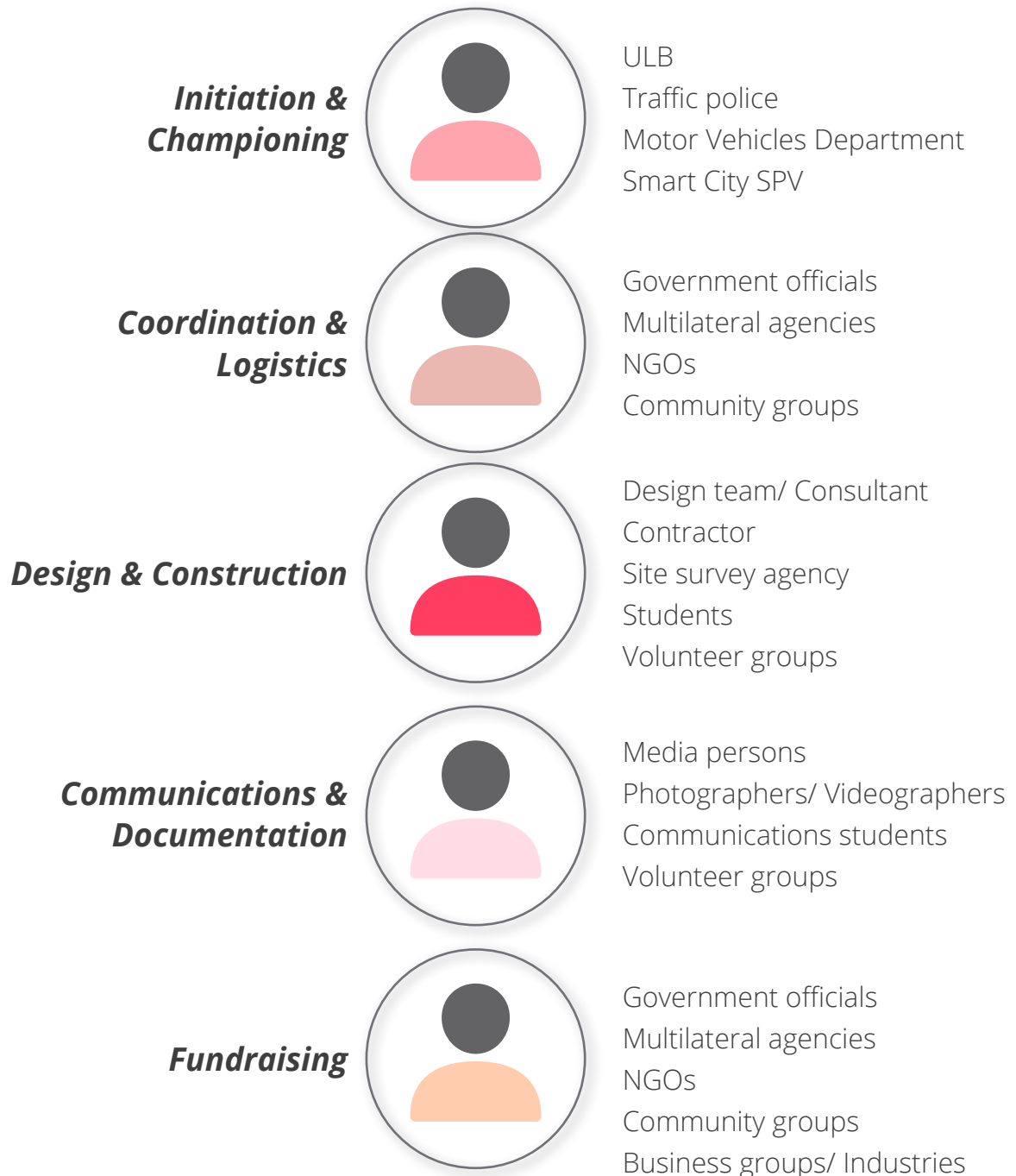
Each of these roles will need to be performed by individuals/ teams in close coordination with each other throughout the cycle of the tactical urbanism project to ensure a successful endeavour.

4 KEY STAGES OF A TACTICAL URBANISM PROJECT




5 KEY ROLES REQUIRED FOR A TACTICAL URBANISM PROJECT

This diagram lists possible individuals/ teams who could fulfill the 5 key roles in a tactical urbanism project. This list is however only a sample and not exhaustive.




STAGE 1 Site selection


 Identification of a loop/ stretch as per the criteria

STAGE 2 Site context appraisal




 Mapping the site for intervention

Physical form attributes of the street

Traffic study including pedestrian & vehicular counts and parking study

Activity mapping and Socio-cultural aspects

Age and gender mapping

Socio-economic activity mapping













Green cover/ Tree mapping

User group mapping and analysis




 Total station survey*

* It is not compulsory to undertake a total station survey for a tactical urbanism project. The survey however is useful for detailing certain design elements that may be customized to the site's physical attributes.

-  Bureaucrats
-  Engineers
-  Municipal workers/ On-ground staff
-  Traffic Police
-  Police (Law & Order)
-  Electricity Board
-  BSNL
-  Designers/ Consultants
-  Contractor
-  Survey Agency
-  Visual documentation team
-  Volunteers (citizens, RWAs, students)

STAGE 3

Design and preparation for implementation



Pre-implementation user survey and apprising stakeholders of the tactical urbanism project that is being planned



Preparation of conceptual design



Seeking approval from the relevant government agencies to proceed to detailed design stage



Preparation of detailed designs and cost estimates



Preparation of materials for post-implementation evaluation survey and other engagement materials for stakeholders based on detailed designs

STAGE 4

Implementation and post-implementation evaluation



Seeking approval from the relevant government agencies to commence implementation stage activities



Identification of contractor



Procurement of materials



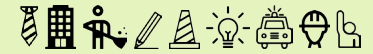
Recording user responses



Recommendations for permanent design



Visual documentation of existing conditions



Implementation on ground



Visual documentation post implementation

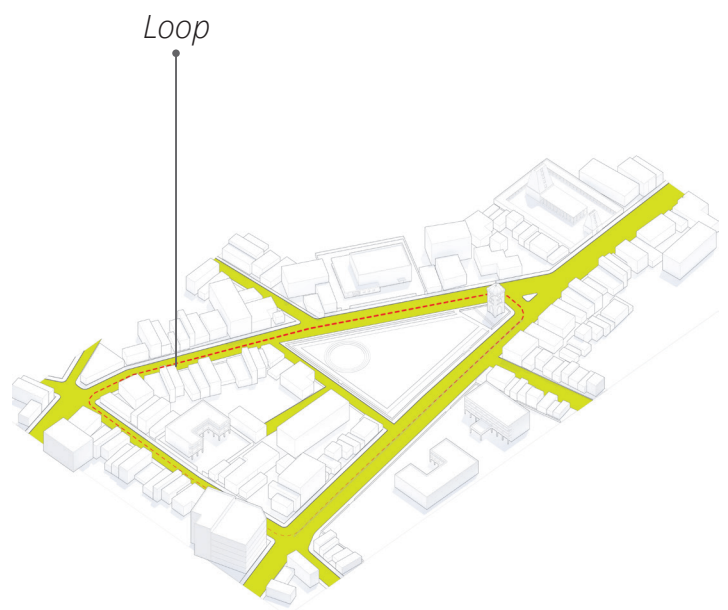
OVERALL WORK FLOW FOR A TACTICAL URBANISM PROJECT

STAGE 1 - SITE SELECTION

This first step which is also a critical aspect to ensure the success of a tactical urbanism exercise in a city is the selection of the stretch itself. Because the goal is to ensure that many kilometres of streets can be reimagined, the first stretch which serves as a demonstration project should tick as many boxes on the list here to ensure scalability and replicability across the city-

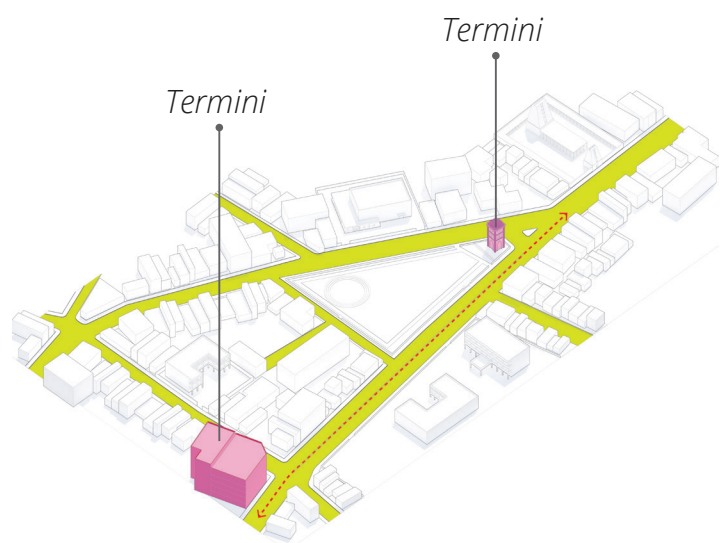
1 *Loops are good!*

The stretch should preferably be a loop that connects several magnets that draw pedestrian and vehicular traffic to show a network level demonstration. This will enhance functionality of the street for multiple stakeholders.

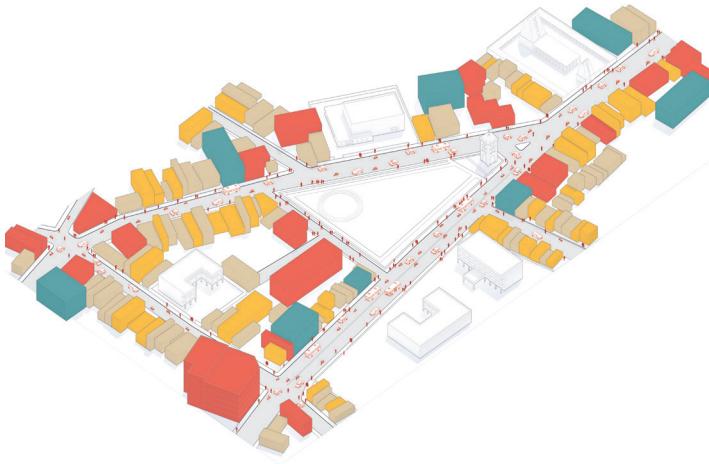


2 *Connect places that people visit*

If a loop is not possible, the start and end points of the stretch should be termini points wherein the street functions as a conduit between the two.



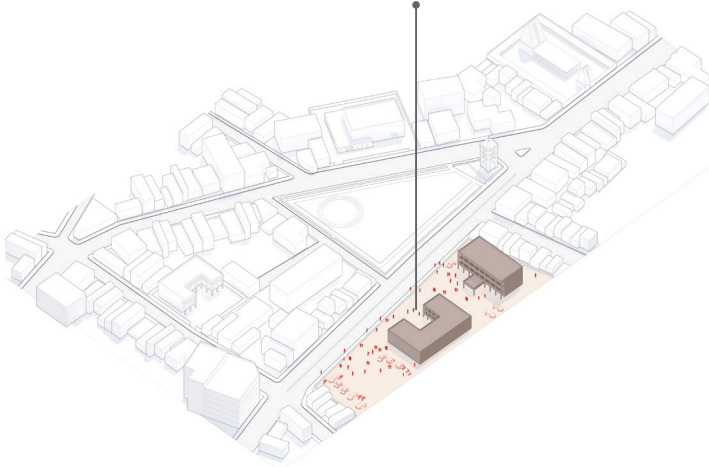
Mixed-use street/ block



3 **Mixed use streets are the best**

The stretch should be mixed use - preferably a mix of retail, markets, offices, cultural, recreational and institutional uses- and have more than one primary user group. For example, IT corridors typically have a homogeneous land use and hence limited user groups and stakeholders. Adding street vending to the mix may be desirable to demonstrate how they can be accommodated in the design.

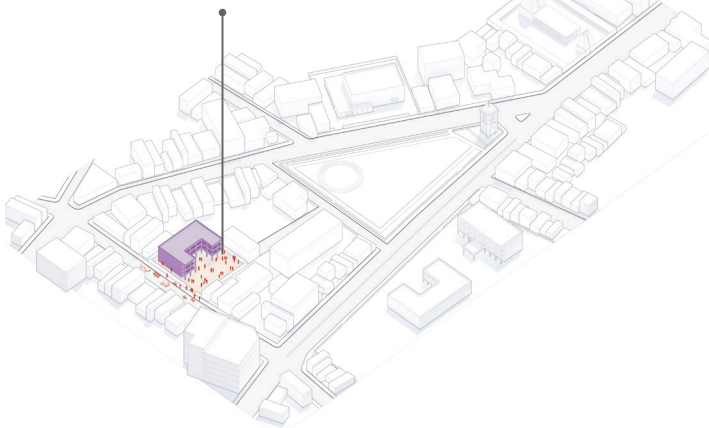
Public building



4 **Look for public buildings**

It would be ideal if a public/ government building is located on the stretch as it ensures visibility to the city officials who will be frequenting the stretch; thereby allowing them to see the changes real time.

School

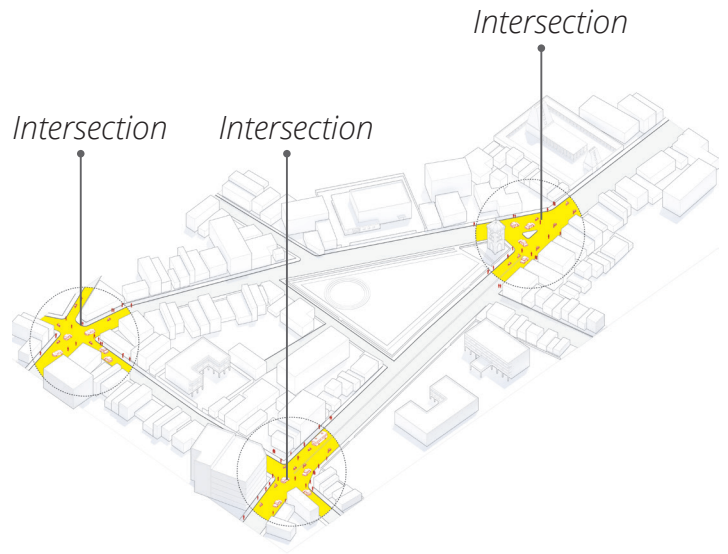


5 **Bring children into the equation**

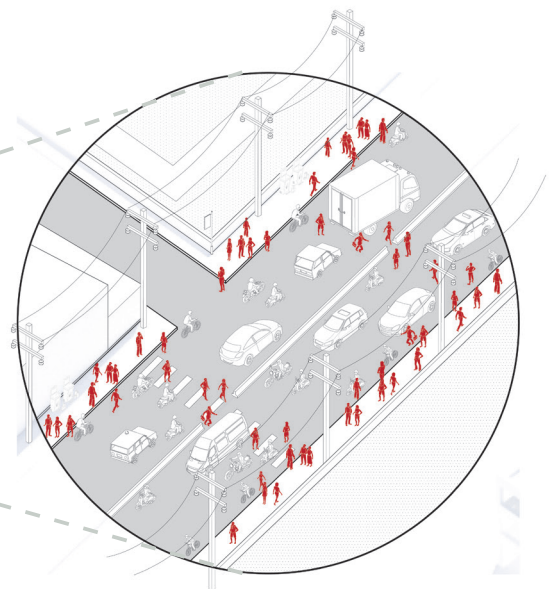
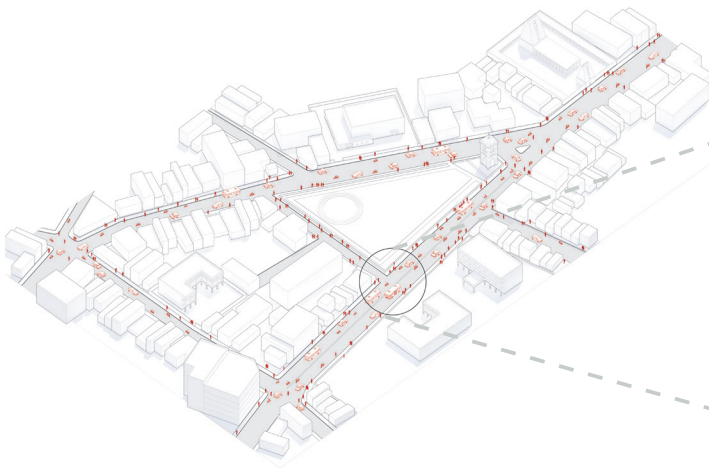
It would be desirable to be located in a neighborhood with schools/ colleges because it opens up the possibility to consider children and their needs in the design.

6 *Fix the intersection too!*

It is ideal to have at least one major intersection along the stretch to demonstrate how the redesigned street RoW performs at the intersection.



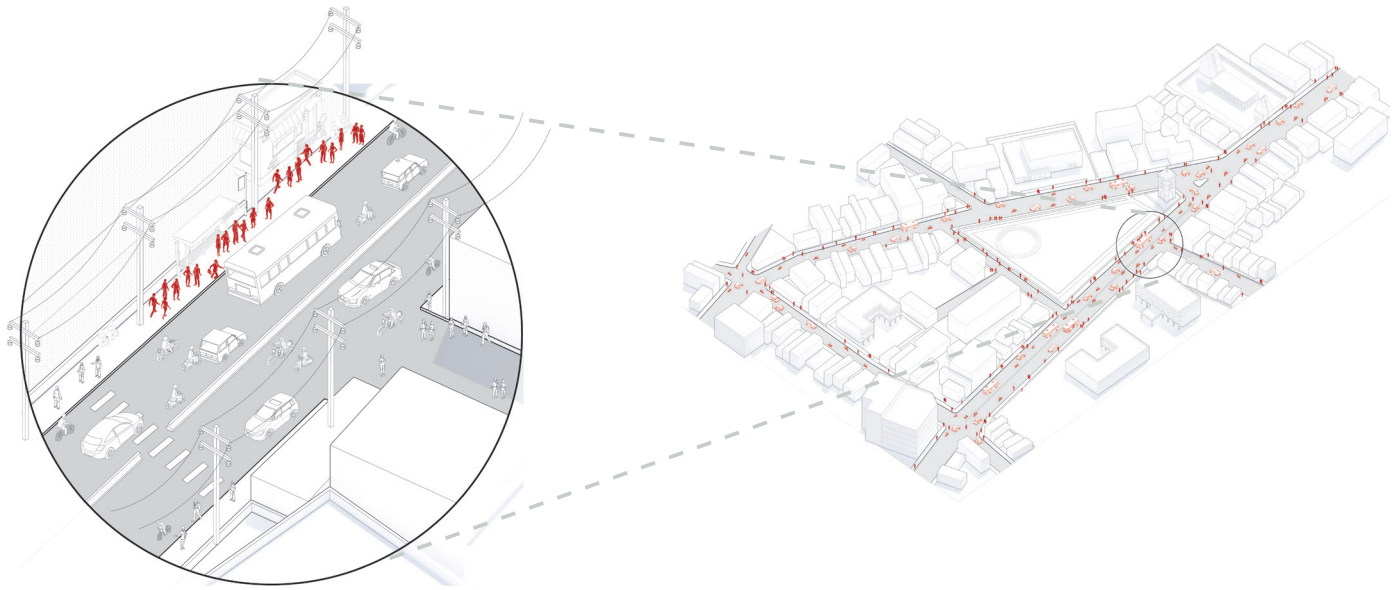
7 *Follow the pedestrians*



A busy street with heavy pedestrian volume

Streets with a higher number of pedestrian vehicular conflicts are desirable to test and demonstrate solutions for these conflicts.

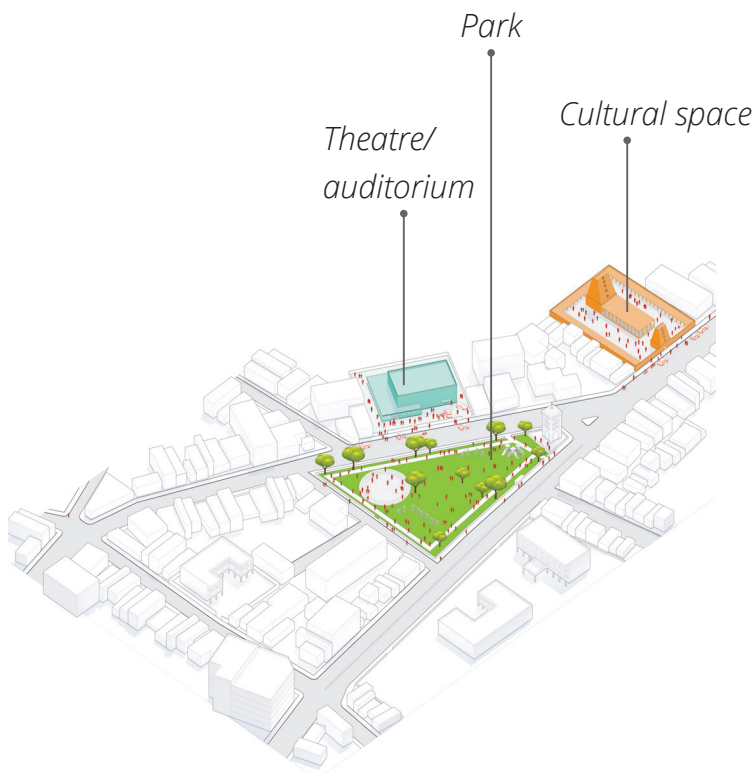
8 Accommodate public transport



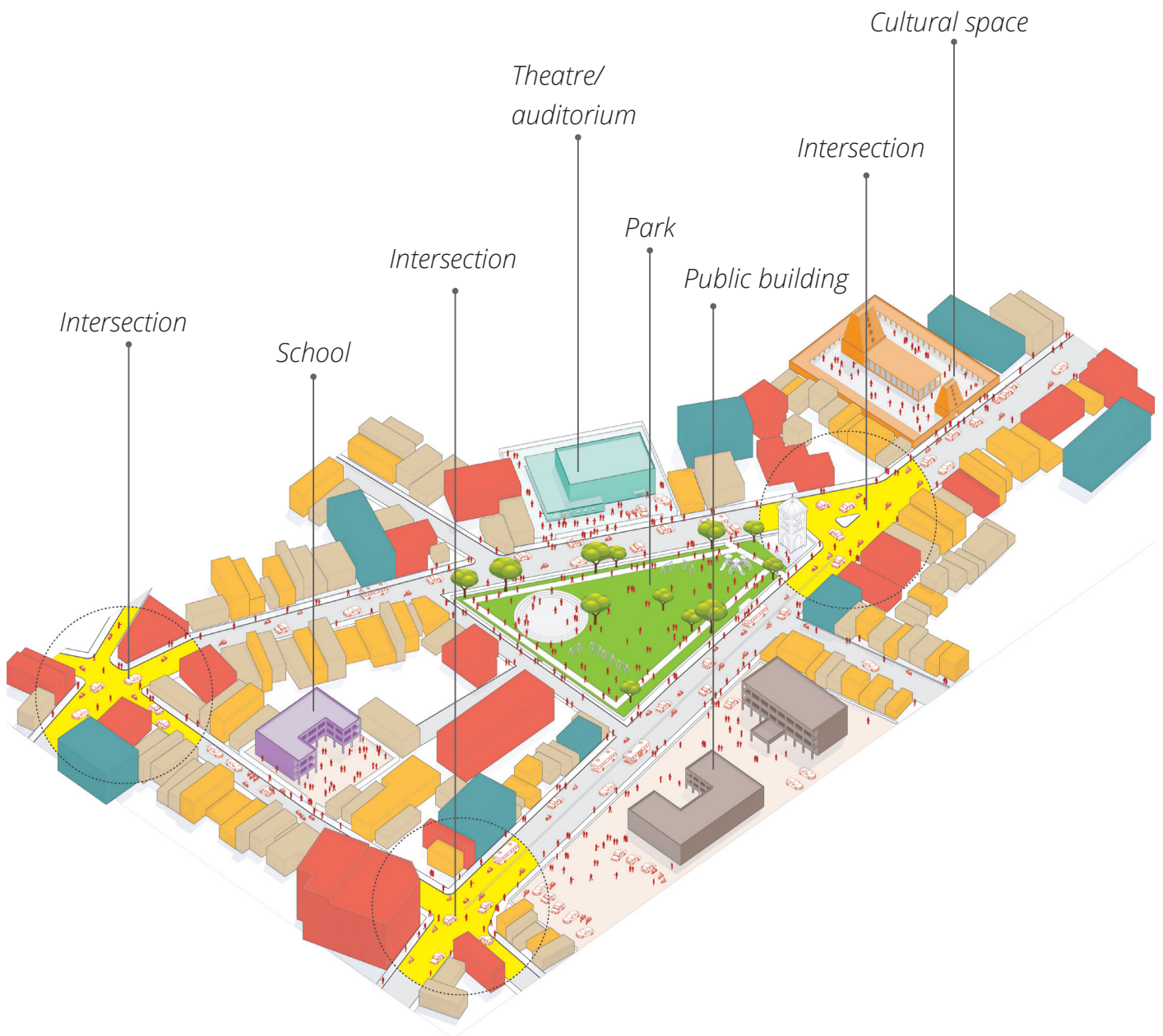
Bus stop

It is preferred to have at least one bus stop each in both directions handling buses round the clock on the chosen stretch to demonstrate how the redesigned RoW responds to a transit facility.

9 Look for variety in land uses



It would be desirable to have a public park/ open space/ residual spaces along the chosen stretch to demonstrate how these can be developed as part of the public realm. Cultural spaces, theatres and auditoriums also can offer interesting opportunities to activate the street.



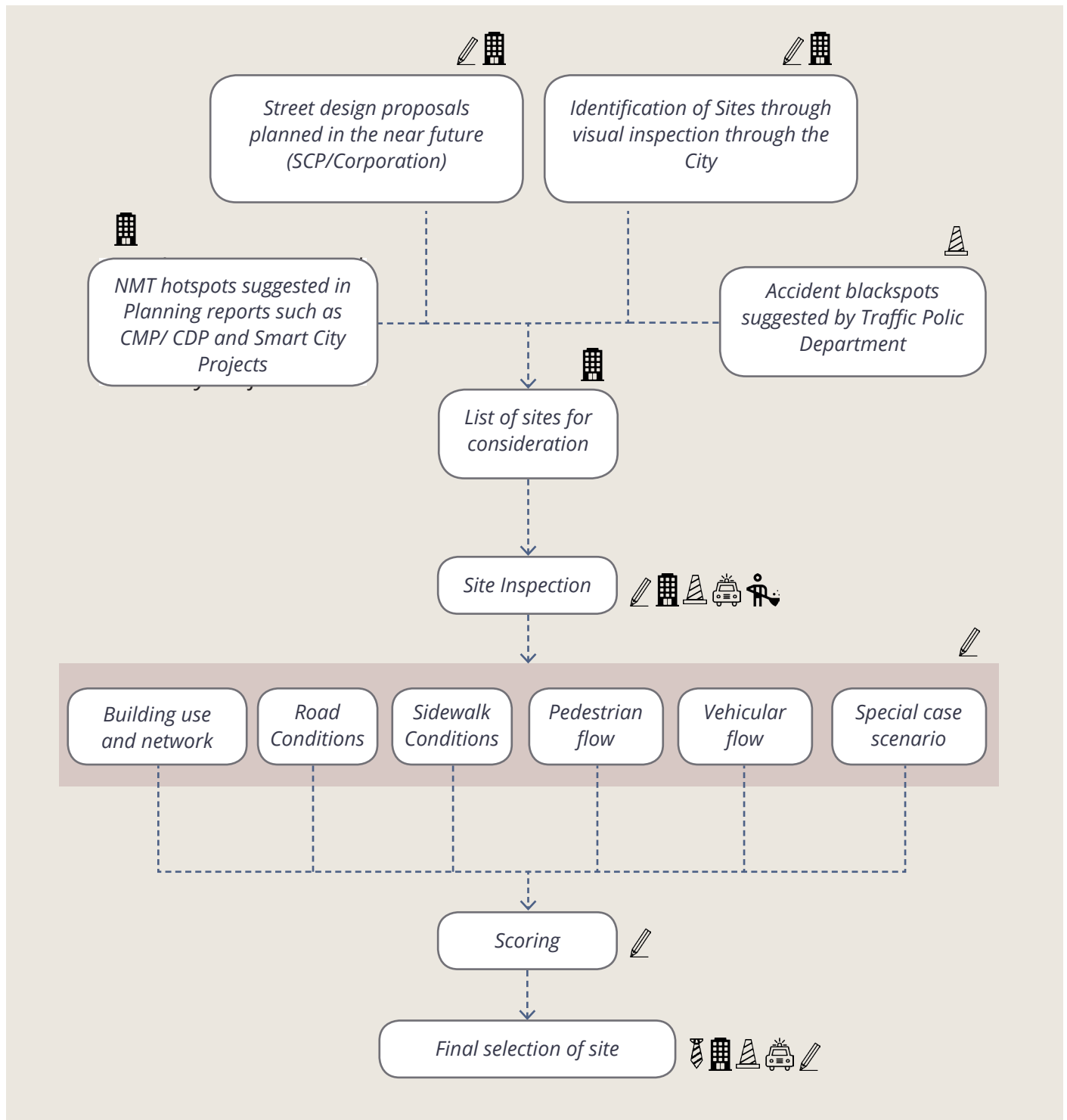
Alternatively, if a stretch is already under consideration for a tactical urbanism project, it is useful to do a quick assessment before finalizing the stretch against the scoring sheet in the facing page. This scoring is based on the 9 criteria already listed and serves as a ready reckoner.

Scoring sheet for evaluating a stretch for tactical urbanism

Criteria	Favourable	Acceptable	Not favourable
• What are the building uses along the stretch under consideration?	Commercial School/College Heritage building Transit hub Park/ Open space Public building	Shopping mall Theatre Religious building Water body Residential	Cemetery Liquor store Industrial uses Private campus
• What is the street network type of the chosen stretch?	Loop	Stretch with termini points	Segment of a long street/ highway
• Does the stretch have an intersection?	Yes	No	
• Is the carriageway surface even? Without potholes, bumps, manhole covers not leveled to grade?	Yes		No
• Is there ongoing construction activity along the street?	No		Yes
• What is the condition of the road shoulder?	Paved gutter	Evenly compacted earth	Dirt/ Unfinished/ Open drain
• Is there a sidewalk along the stretch?	Present and continuous	Present but not continuous	
• If sidewalk is present, what is the height of the sidewalk kerb?	150mm or lesser	More than 150mm but continuous	More than 150mm and not continuous
• Are there any obstacles along the pedestrian zone?	No obstacles	Utility boxes/ Light poles/ signage/ Garbage bins / Street furniture	Transformers Ditches/ trenches
• Is there a fixed railing along the pedestrian zone?	No	Yes but with several gaps	Yes, throughout the stretch
• Are there any activity hotspots present along the stretch such as ATM, teashop, eatery, bus stop, vendors etc.?	Yes	No	
• Is there a visible conflict between vehicular and pedestrian flow along the stretch?	Yes	No	
• Do pedestrians walk on the carriage way due to insufficient/ no sidewalk space?	Yes	No	

Additionally, the work flow diagram presented here encompasses all the steps required for this stage along with the players who need to be involved.

Work flow diagram for selecting a site for tactical urbanism



Bureaucrats

Municipal workers/ On-ground staff

Police (Law & Order)

Engineers

Traffic Police

Designers/ Consultants

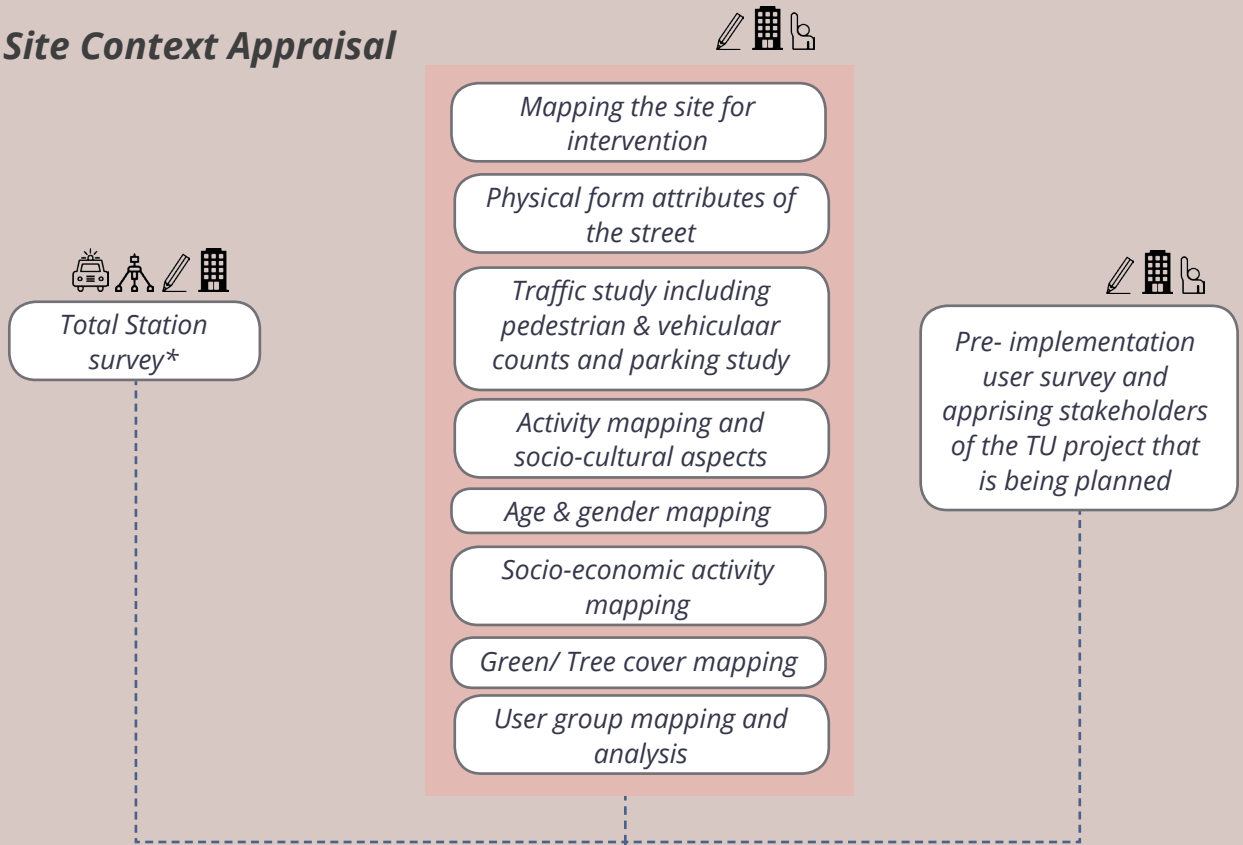
STAGE 2 - SITE CONTEXT APPRAISAL

Upon finalization of the site for tactical urbanism, the next stage is to get a deeper understanding of the site, its context, opportunities and constraints. This involves a series of quick on-ground data mapping exercises to ensure that the design proposals are data driven and not random conclusions. In addition to mapping the stretch, user surveys must also be conducted to derive an understanding of the challenges faced along the chosen stretch. Quick user surveys can be conducted for people using the stretch through the day while a more detailed assessment can be conducted by mapping the various stakeholder groups who access the stretch and reaching out to each group through tailored engagement techniques. The work flow diagram in the following page shows how to start the design process and who should be involved including the list of data that needs to be mapped. Chapter 3 on ***Thematic Interventions*** further elaborates the process for mapping the required data.

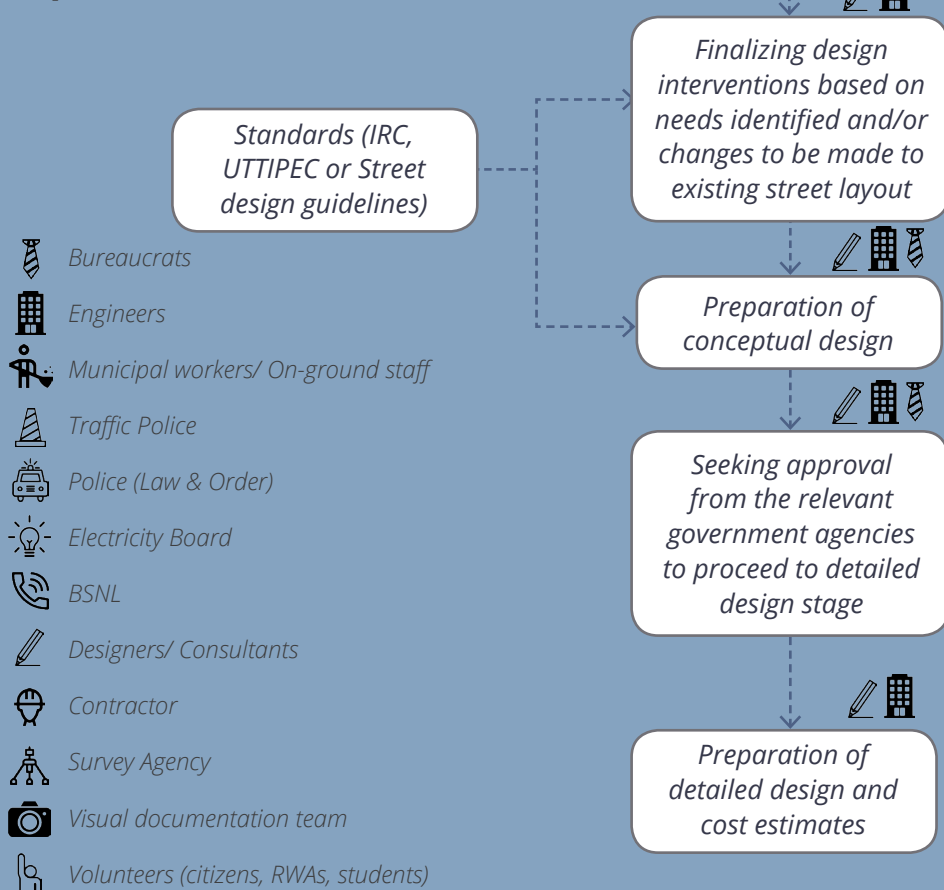
STAGE 3 - DESIGN AND PREPARATION FOR IMPLEMENTATION

After completion of the site context appraisal and deriving a set of findings that reinforce the need for specific thematic interventions, the next stage is to detail out the designs with a block estimate for approval from the city officials. The designs will have to be a contextual creative response while also adhering to existing standards such as the Indian Road Congress (IRC), Institute of Urban Transport (IUT), Unified Traffic and Transportation Infrastructure (Planning & Engineering) centre (UTTIPEC) or local street design guidelines. Upon approval of the design, a detailed cost estimate will need to be prepared in order to bring in a contractor for the implementation stage. The work flow diagram in the following page highlights these steps as a continuation of the site appraisal activities including the key players who are required for these activities.

Stage 2 - Site Context Appraisal



Stage 3 - Design and Preparation for Implementation



- Bureaucrats
- Engineers
- Municipal workers/ On-ground staff
- Traffic Police
- Police (Law & Order)
- Electricity Board
- BSNL
- Designers/ Consultants
- Contractor
- Survey Agency
- Visual documentation team
- Volunteers (citizens, RWAs, students)

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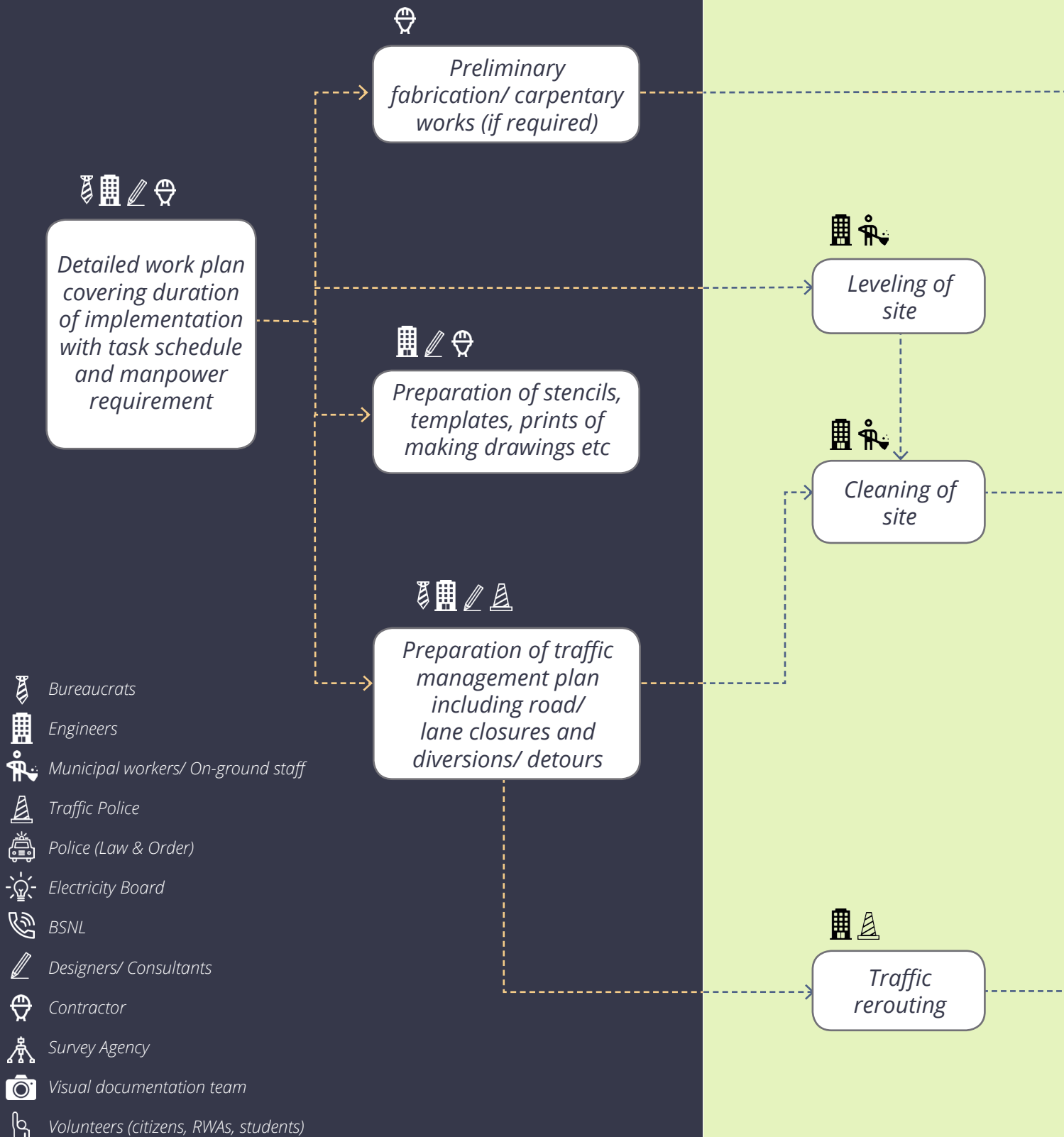
STAGE 4 - IMPLEMENTATION AND POST-IMPLEMENTATION EVALUATION

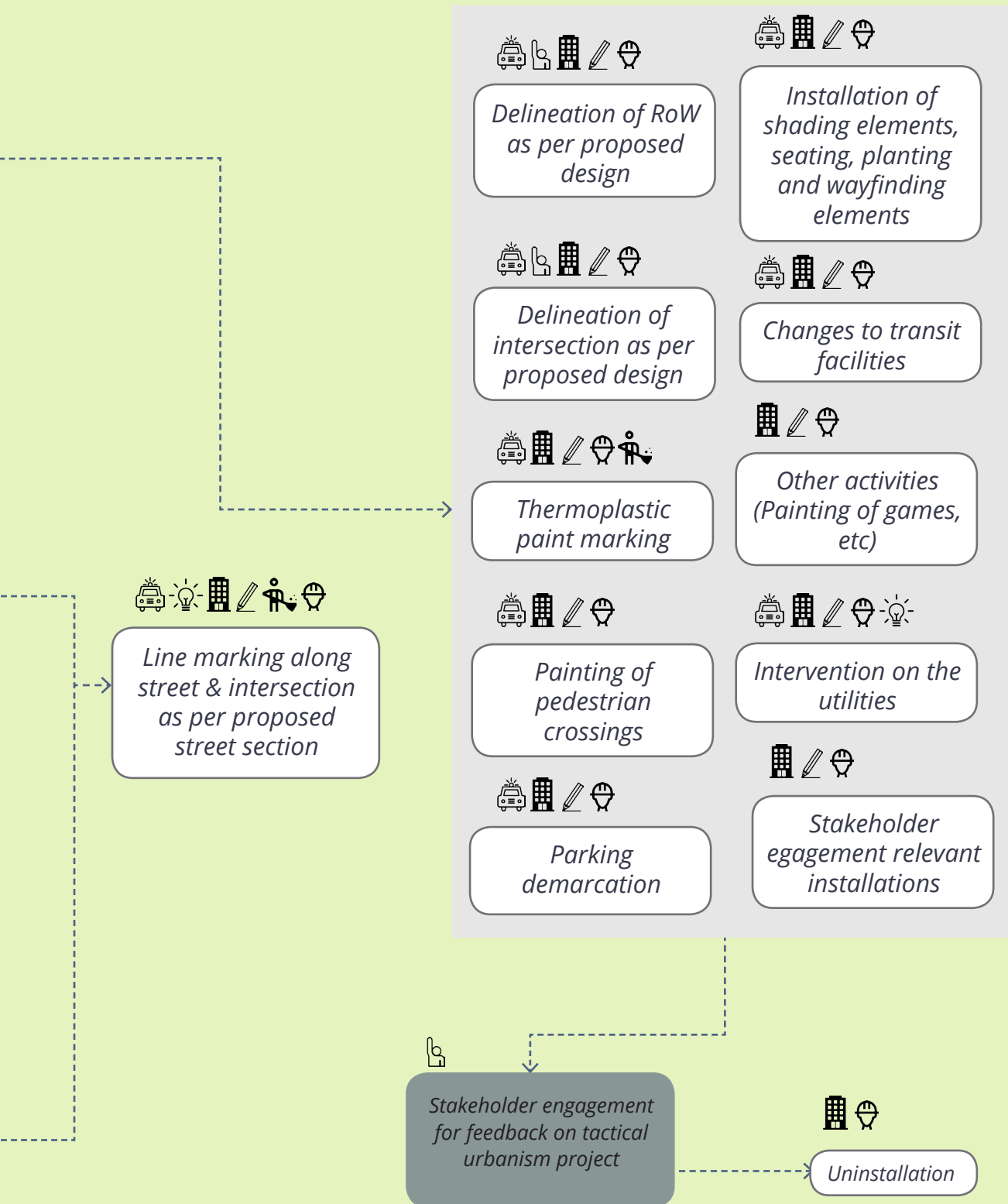
This stage involves moving from the drawing board to the street and therefore starts with a detailed work plan for execution that requires intense coordination specifically between all the city departments. In particular, a traffic management plan needs to be drawn up with the traffic police for road/ lane closures during the execution and changes as per design post-implementation. Since mostly, the implementation will take place through the night when traffic is low, the police department needs to be notified of said activity on the stretch including details of crew who will be involved in the implementation. Municipal workers and/ or volunteer groups must be organized to help with work on the ground. The site itself needs to be prepared i.e. cleaned and levelled to commence work.

Since post-implementation evaluation is the central aspect of a tactical urbanism project, documentation of the post-implementation phase i.e. how users are responding to the changes and also preparing an engagement strategy to seek feedback from users is an important activity for this stage.

The work flow diagram in the following spread lists out the various activities for this stage all the way up to uninstalling the interventions. Reusing or distributing materials used for the tactical urbanism project to those in need after uninstalling can be considered to ensure a zero waste exercise.

Stage 4 - Implementation and Post-Implementation Evaluation





WHEN NOT TO DO A TACTICAL URBANISM PROJECT?

In order to ensure that the tactical urbanism project meets its objectives, apart from meticulous planning prior to implementation, it is equally important to pay attention to the timing of execution for such a project. Some factors to keep in mind with regard to this are:

Weather conditions

Monsoon seasons are best avoided as precipitation of any kind can hinder the execution and ability of citizens to experience the changes made to their streets/ public spaces.

Festivals/ Events

The time period chosen for execution of the tactical urbanism project should not coincide with days of any other special/ specific event conducted on the same stretch or in the neighbourhood in which the street is located. For example events like religious festivals, street fairs or seasonal sales should be avoided as they cause a spike in the user activity pattern and may present an unexpected post-implementation evaluation. Similarly, electoral campaign periods should also be avoided as they too alter the usage pattern of the street. Ideally, the timing for a tactical urbanism project should be on a typical day of the year so as to respond to the everyday activity and movement patterns on that stretch.

Road conditions

It is important to verify with the local government agencies if there is a scheduled construction/ maintenance activity on the chosen street in order not to hamper the planning and execution of the tactical urbanism project.

