URBACT
Driving change for
better cities

Thriving STREETS

FINAL **IAP** REPORT

1. Table of Contents

2. Introduction

This document is the Integrated Action Planning Report of the Thriving Streets URBACT Action Planning Network

2.1. Thriving Streets

Thriving Streets is an Action Planning URBACT network, focusing on making city streets and public spaces better, more liveable places – for people.

Currently, one of the biggest challenges many city-dwellers face is the physical separation of the different components of everyday life. This separation leads to significant mobility demand, a major part of which is still met by car use: the current mobility systems in most cities across Europe can still be characterized by the dominance of individual car use. While most people use cars to improve quality of life by significantly shortening the time needed for moving between different parts of the city (while also providing protection from the elements), in reality, car-oriented local mobility has a wide range of adverse consequences, many of which negatively affect the quality of life even in the short run. Cars are major contributors to urban GHG emissions and thus to climate change, but car use also leads to congestions, air and noise pollutions, the occupation of already scarce public spaces – just to name a few.

The ambition of Thriving Streets is to improve sustainable mobility in urban areas from an economic and social perspective. The premise of the Thriving Streets network is that break-troughs in sustainable urban mobility can be established when mobility is no longer framed as just going from A to B but rather as a means for social-economic development of the city. The key question Thriving Streets network intends to answer is the following:

"How can mobility become a motor for urban health, inclusivity and social cohesion?"

The sub-themes of Thriving Streets are reflected in the figure below:

1. Figure: Sub-themes of Thriving Streets (source: Baseline Study)

In the network, 9 partners from across Europe collaborate to jointly address this challenge

Parma (IT) *Lead Partner*	Population: 196.518 (2018), currently growing by 0,19%
Antwerp (BE)	526.000 inhabitants; Second-largest city of Belgium; Daily urban system +/- 1.000.000 people
Debrecen (HU)	208.000 inhabitants (2016), including 30.000 university students; dynamic economic growth, significant increase in population is forecasted
Igoumenitsa (GR)	15.000 inhabitants in the core – the larger area of the municipality has approximately 25.000 inhabitants
Klaipeda (LT)	150.000 inhabitants, with an additional 16.000 people living in the surrounding suburban areas; third largest city in Lithuania
Nova Gorica (SL)	31.000 inhabitants (2016), the 10th largest municipality in Slovenia. The common trans-border Metropolitan zone covers 73.750 inhabitants.
Oradea (RO)	222.736 inhabitants; tenth largest city of Romania. Daily urban system: approximately 275.000 people.
Santo Tirso (PT)	71.000 + inhabitants; located in the Porto Metropolitan Area, with 3 big cities with 2,5 Million people within a 50 km radius.
Southwark (London)	Southwark is a borough of London with 314.200 inhabitants, forecasted to increase by 20% by 2031.

2.2. Structure of the Report

The IAP Report presents a summary overview of the action-planning process of Thriving Streets partners. The Report consists of the following main sections:

| 1. Introduction | 2. The Action Planning journey | 3. The Integrated Action Plans | 4. The small-scale actions | 5. Conclusions and Recommendations |

2. Figure: Structure of the IAP Report

The Report intends to provide concise information in an easy-to-use format while covering the key aspects of the action planning process and evolution the partners have travelled through:

1. **Introduction** (this chapter): this chapter briefly present the challenge and ambition of the network, our partners and the structure of the report.
2. **The Action Planning Journey:** in this chapter we provide a concise description of the partners' journey, present the approach, methodology and tools we used along the journey, as well as a visual overview of the entire process, also covering the network level events and milestones.
3. **The Integrated Action Plans:** although the full action plans have already been uploaded to the dedicated directory on Basecamp, this chapter provides a shortcut for those not having the time to read all IAPs but still interested to have a glimpse of the plans. This chapter includes a summary table of all IAP, a visual one-page summary of each plan and a comparative analysis and main conclusions.
4. **The Small-scale Actions:** in this round of APNs, the novel concept of small-scale actions has been introduced. Thriving Streets partners have implemented a wide variety of SSAs to experiment with new solutions prior to introducing permanent changes – and they found this possibility useful. This chapter includes a summary table of all SSAs implemented, a one-pager summary of each SSA and the main conclusions from the process.
5 The last chapter builds on chapters 2, 3 and 4, by presenting the **main learnings and specific recommendations.**

3. The Action Planning Journey

3.1. Approach and methodology of the action planning process

As the visual in chapter 2.2 shows, partners travelled a "long and winding road" during their integrated action planning journey, sometimes encountering obstacles and roadblocks. In the end, however, all partners have managed to complete their journey and deliver a good quality IAP.

In the State of Actions Report we have already presented detailed information about the overall network experience, the difficulties partners faced along their journey, as well as the more positive experiences. Here we would like to focus more on the overall approach and methodology of the action planning process, as well as presenting the main steps along our journey. The methodology followed the same general approach already presented in the Baseline Study, but also evolved with time to respond to the changing circumstances and the needs and expectations expressed by partners along their journey.

As the "Summary table of transnational activities supporting the action planning process" in chapter 2.3 shows, it was an intense journey with multitude of learning opportunities for partners. In the slightly more than 2-year period between June 2020 and mid-July 2022, altogether 25 various events – online and in-person – have been implemented, and there's a distinct possibility that some more would still follow.

As the illustration below shows, the action planning work of partners relied upon 6 pillars:

INTEGRATED ACTION PLAN

1. IAP Roadmap (to map out the journey)
2. Methodological learning (eUniversity, guidance documents)
3. Thematic learning (learning events, masterclasses)
4. Exchange of experience, peer learning
5. Peer review
6. Expert assessment

3.1.1. IAP Roadmap to map out the journey

The "URBACT Guidelines for Co-producing an Integrated Action Plan" document recommends the preparation of an IAP Roadmap to "map out the programmed activities at local level that drive the co-production of the IAP draft and final versions". At the beginning of Phase 2, the network partners started to work on designing the IAP process, for which the roadmap as a methodological tool has provided a useful framework.

While the Secretariat has made available a dedicated IAP Roadmap Guidance, the Thriving Streets network has decided to develop its own internal guidance document that includes more details and a common Thriving Streets Roadmap template (Annex 1).

Based on this internal guidance and the dedicated sessions at network meetings, partners have worked with their stakeholders to design their Roadmap. At the November (online) network meeting even a Roadmap peer review session was carried out. Overall, the IAP Roadmap has proved to be a useful tool. Although all partners have prepared their detailed roadmap, it was not the output itself, but the fact that partners were "forced" to think through and discuss (locally and on network level) the entire planning process in details already at an early stage that made a difference (even if the real IAP planning process was quite different from what partners envisaged at the beginning).

3.1.2. Methodological learning
(eUniversity, guidance documents, dedicated sessions)

The second important pillar has been the methodological learning. Various useful tools have been developed and used both on programme level and on network level to help partners to implement the action planning process in an integrated and participative way. On programme level the main source of methodological learning was the URBACT eUniversity that helped partners to familiarize with the key elements / aspects of the planning process – as well as with related methodological tools. In addition, the various guidance documents and the dedicated online sessions have also helped partners in carrying on the

planning process even in the difficult environment created mainly by the Covid pandemic and the various restrictions – mainly the ban on meetings and international travel. Besides the programme level methodological support, a network-level methodological learning process has also taken place. To avoid overlaps, on network level we did our best to provide support that is complementary to the one available on programme level. This support took different forms: at (mostly online) network meetings we organized sessions dedicated to methodological tools; where partners expressed the need, we developed

our internal Thriving Streets guidance documents adding further details (and practicalities like actual templates) to the programme level guides. Besides the Roadmap Guide (Annex 1) we developed an IAP Guide (Annex 2), an SSA Guide (Annex 3), as well as a Peer review Guide (Annex 4).

We have found that Thriving Streets partners welcome all guides that present clear, practical steps, while also preferred detailed, specific templates to general structures.

3.1.3. Thematic learning
(learning events, masterclasses, and study visits)

In addition to methodological learning, thematic learning has been another crucial pillar of the action planning process, helping partners to design relevant interventions that address their mobility and public space challenges. Over the project's lifecycle, 3 main types of thematic "events" have been delivered:

1. **Learning events / webinars:** a series of 5 learning events / webinars – each focusing on one of the subtopics of Thriving Streets – was part of the "Workplan for Transnational Exchange" proposed in the Baseline Study. All 5 learning events have been implemented over the course of the project as dedicated online sessions. All learning events followed a similar basic structure: (i) setting the scene and presenting the topic, (ii) presenting various practical examples from different cities (both URBACT cities and others), finally, (iii) processing and distilling the learning through an interactive session. This formula worked well – enabling partners to not only obtain new knowledge, but also to immediately apply it to their specific local circumstances. In response to the request of partners a 6th learning event has also been organized, focusing on the horizontal theme of "Co-creating Thriving Streets".

2. Although not included in the original workplan, partners expressed the need for sessions with strong focus on very specific topics. Therefore, the concept of **masterclasses** was introduced. Masterclasses are concise (1,5 – 2-hour) online sessions with a strong focus on a very specific topic. The selection of topics was entirely driven by partners, and the following 4 topics were covered:
   a. Placemaking masterclass
   b. Storytelling masterclass (part 1 and 2)
   c. Sustainable urban freight masterclass
   d. Parking management masterclass

   The commitment of partners to the main topic of the network is well reflected in the fact that the last 2 masterclasses were organized in the middle of summer - already when most partners submitted their final IAP draft.

3. **Study visits** have also been proposed in the workplan as important elements of the sharing and learning process. Unfortunately, though, COVID restrictions made it impossible to organize in-person study visits at an early stage of the project, as envisaged

in the original workplan. Nevertheless, when most restrictions were lifted at the beginning of 2022, the partnership introduced the concept of combining network meetings with study visits to cities that are not part of the network (also something that has already been considered in the original workplan). After deciding on the host cities of the 2 in-person network meetings (Santo Tirso, PT, and Nova Gorica, SL), we identified cities in their proximity that can provide valuable learnings for partners and organized 1-day study visits to those cities during the network meetings. This way in the period between the end of March and the beginning of June we managed to deliver 2 successful study visits - in addition to the 2 network meetings – without the need for additional travel. Study visits to non-partner cities proved to be extremely successful and essential elements of transnational exchange and learning.

3.1.4. Exchange of experience and peer learning

Transnational network meetings – online and in-person – offered excellent opportunities for the **exchange of experience and peer learning** between partners. All network meetings – be they virtual or in-person – followed a similar structure (in addition to discussing administrative, financial issues and local progress):

a. The host partner presented the local context and specific challenges.

b. They also presented relevant local experiences and good practices, as well as practices from other cities in the same country; these examples helped the visiting partners to be inspired, learn about new solutions.

c. A virtual (online meetings) or a physical (in-person meetings) walk-through of the intervention area has also been an integral part of the network meetings.

d. The visiting partners gave feedback and provided suggestions to the host partner to address the challenge.

e. In most network meetings we also included learning sessions dedicated to specific methods or tools to be used during the action planning process.

3.1.5. Peer review
(+ self-evaluation and expert assessment)

Peer review was also an important tool to support the integrated action planning process of partners. Thriving Streets partners have followed a structured peer review process to support each-others' IAP planning. The peer review process (described in a dedicated Thriving Streets Peer Review Guide, attached as Annex 4) was designed to ensure that each partner (i) self-evaluates its own IAP draft, (ii) receives meaningful, well-thought through feedback from 2 other partners,

(iii) as well as expert feedback. The peer review session was carried out as part of an online network meeting, while expert feedback and suggestions were provided through one2one calls. Overall, this combination of self-evaluation, peer- and expert feedback (delivered relatively early along the IAP journey) helped partners to identify missing elements and weaknesses of their IAP and correct them in the final draft.

3.2. Visual overview of transnational activities supporting the integrated action planning journey

Below is the visual presentation of all network level transnational activities in Phase 2 supporting the IAP journey of partners.
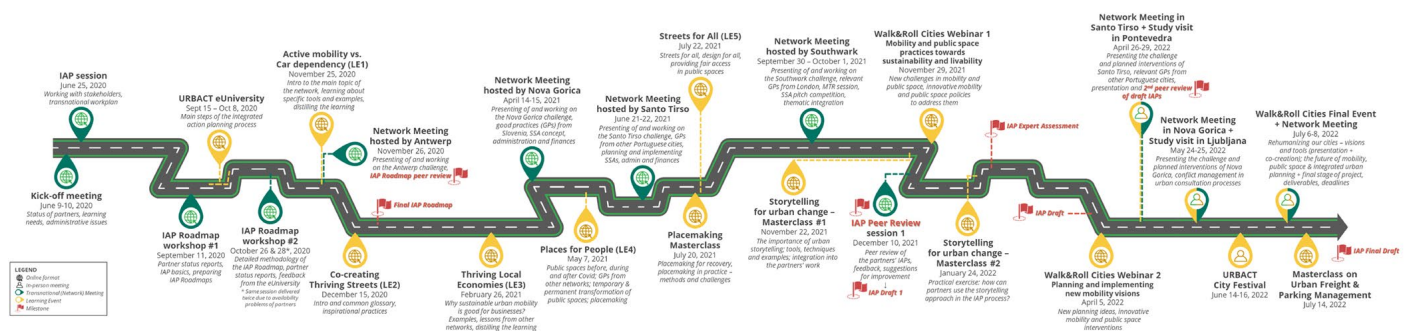
3.3. Summary of transnational activities supporting the IAP process

	DATE	MEETING	TYPE[1]	FOCUS / CONTENT
1	**2020 June 9-10**	Virtual Kick-off meeting	*TN, online*	Status of partners, learning needs, administrative issues
2	**2020 June 25**	Virtual IAP session	*TN, online*	Working with stakeholders, transnational workplan
3	**2020 September 11**	IAP Roadmap workshop	*TN, online*	Partner status reports, IAP basics, preparing IAP roadmaps
4	**2020 September 15 – October 08**	URBACT eUniversity	*LE, online*	The main steps of the integrated action planning process
5	**2020 October 26, 28[2]**	IAP Roadmap workshop 2	*TN, online*	Detailed methodology of the IAP roadmap, status report of partners, feedback from eUniversity
6	**2020 November 25**	Active mobility vs. Car Dependency (LE1)	*LE, online*	Intro to the main topic of the network, learning about specific tools and examples, distilling the learning
7	**2020 November 26**	Network Meeting hosted by Antwerp	*TN, online*	Presenting of and working on the Antwerp challenge, IAP Roadmap peer review
8	**2020 December 15**	Co-creating Thriving Streets (LE2)	*LE, online*	Co-creation: intro and common glossary, inspirational practices
9	**2021 February 26**	Thriving Local Economies (LE3)	*LE, online*	Why sustainable urban mobility is good for businesses? Practical examples, lessons from other URBACT networks, distilling the learning
10	**2021 April 14-15**	Network Meeting hosted by Nova Gorica	*TN, online*	Presenting and working on the Nova Gorica challenge; good practices from Slovenia; introduction to the SSA concept; administration and finances
11	**2021 May 7**	Places for People (LE4)	*LE, online*	Public spaces before, during and after Covid; good practices from other URBACT networks focusing on public space; temporary and permanent transformation of public spaces; placemaking basics

1   TN = Transnational (Network) Meeting; LE = Learning Event
2   Due to availability problems of partners, this session was delivered twice, on two separate days

12	2021 June 21-22	Network Meeting hosted by Santo Tirso	*TN, online*	Presenting and working on the Santo Tirso challenge; good practices from other Portuguese cities; planning and implementing small-scale actions; administration and finances
13	2021 July 20	Placemaking Masterclass	*LE, online*	Public spaces before, during and after Covid; good practices from other URBACT networks focusing on public space; temporary and permanent transformation of public spaces; placemaking basics
14	2021 July 22	Streets for All (LE5)	*LE, online*	Streets for all, design for all, providing fair access in public spaces
15	2021 September 30 – October 1	Network Meeting hosted by Southwark	*TN, online*	Presenting and working on the challenge in Southwark; relevant good practices from London; MTR session; SSA pitch competition; Thematic integration
16	2021 November 22	Storytelling for urban change – Masterclass – Part1	*LE, online*	The importance of urban storytelling; tools, techniques and examples; integrating storytelling in the partners' work.
17	2021 November 29	Mobility and public space practices towards sustainability and livability (Walk&Roll Cities Webinar 1)	*LE, online*	New challenges in mobility and public space, innovative mobility and public space policies to address the challenges.
18	2021 December 10	IAP Peer Review session 1	*TN, online*	Peer review of partners' IAP, feedback, recommendations for improvement
19	2022 January 24	Storytelling for urban change – Masterclass – Part2	*LE, online*	Practical exercise – how can partners use the storytelling approach in the IAP process.
20	2022 April 5	Planning and implementing new mobility visions (Walk&Roll Cities Webinar 1)	*LE, online*	New planning ideas, innovative mobility and public space interventions
21	2022 April 27 - 29	Network meeting – Santo Tirso (27, 29) Study visit – Pontevedra (26)	*TN + LE in-person*	Presenting the challenge and planned interventions of Santo Tirso; Relevant good practices from other Portuguese cities; Study visit to Pontevedra; Presentation and peer review (2) of draft IAPs

22	**2022** **May 24 -25**	Network meeting – Nova Gorica Study visit - Ljubljana	*TN +* *LE in-* *person*	Presenting the challenge and planned interventions of Nova Gorica; conflict management in urban consultation processes; Study visit to Ljubljana
23	**2022** **June 14-16**	URBACT City Festival	*LE, in-* *person*	
24	**2022** **July 6 - 8**	Walk&Roll Cities Final Event, Network meeting	*LE +* *TN, in-* *person*	Rehumanizing our cities – visions and tools (presentation + co-creation) The future of mobility, the future of public space, the future of integrated urban planning (Network meeting): final stage of project, deliverables, deadlines
25	**2022** **July 14**	Masterclass on Urban Freight Masterclass on Parking Management	*LE,* *online*	Concise, practical learning event focusing on challenges and solutions to manage urban freight and parking

4. The Integrated Action Plans

4.1. Summary table of IAPs

In this table we summarize how the various key elements of an IAP are present in the final draft integrated action plans of partners. It is not an evaluation – just an overview of the content of the IAPs. Overall, the table indicates that – despite the adverse circumstances created mainly by the pandemic and its effects - most partners managed to deliver an integrated action plan, prepared in a participative way and containing all important information.

	ANTWERP	DEBRECEN	IGOUMENITSA	KLAIPEDA	NOVA GORICA	ORADEA	PARMA	SANTO TIRSO	SOUTHWARK
CONTEXT AND PROCESS									
City context	✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔
Presentation of inter-vention area	✔✔	✔✔	✔✔	✔✔	✔✔	✔	✔✔	✔✔	✔✔
Main challenges	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔
Focus and vision	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔
Description of planning process	✔✔	✔✔	✔✔	✔	✔✔	✔✔	✔✔	✔✔	✔✔
Info on stakeholder involvement	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔
Presentation of the role of TN learning	✔		✔✔	✔✔	✔✔	✔		✔	
SSA experience and learnings	✔✔	✔✔	✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔

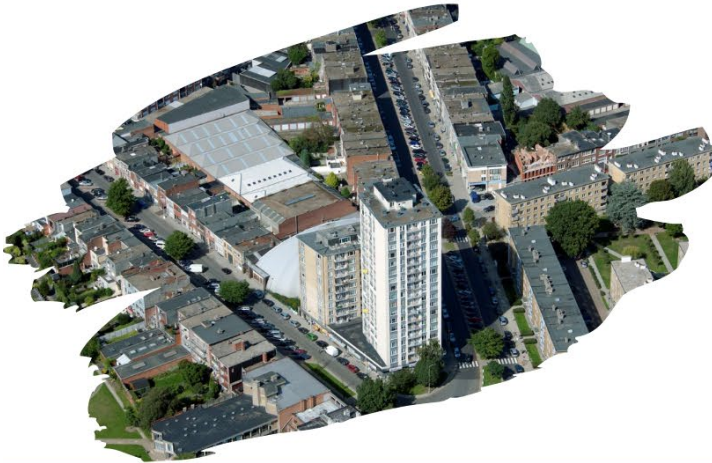| ACTION PLAN									
Specific objectives	✓✓	✓✓	✓✓	✓✓	✓✓	✓	✓✓	✓✓	✓✓
Indicators		✓	✓✓	✓✓	✓✓	✓	✓✓	✓✓	✓
Action Table	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Gannt	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
IMPLEMENTATION FRAMEWORK									
Framework for delivery	✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
Resourcing and funding	✓✓	✓	✓	✓✓	✓	✓	✓	✓	✓
Monitoring framework				✓	✓	✓		✓✓	✓✓
Risks and mitigation	✓	✓✓	✓✓	✓✓	✓	✓✓	✓✓	✓	✓✓

✓   Present in the document

✓✓   Present and elaborated

4.2. One-page visual Summary of IAPs

4.2.1. Antwerp

Belgium
ANTWERP
POPULATION: 526,000

In the last few years, urban renewal shifted from the historic centre towards the 20th century belt – this can be an asset to convince young families to find a home in the city instead of moving to suburban regions.

FOCUS

The district of Deurne (80,000 inhabitants) was **built with a strong emphasis on cars** and without a distinct centre. The IAP focuses on the Frank Craeybeckxlaan and the Te Couwelaarlei Streets, developing a **step-by-step transformation** plan **to turn the area into a dynamic 'heart' for the district**.

CHALLENGES

LOCAL SHOPS & BUSINESSES
- Due to a gradual decay of retail in the last decade, several shops are vacant.
- The area offers little shopping pleasure (dirty streets, traffic, old infrastructure, etc.).
- Local shop owners are not well organised.

MOBILITY
- There is a dominance of (long term parking) cars.
- The wide and straight roads make it easier to drive fast, creating an unsafe environment for cyclists, pedestrians and especially for schoolchildren.

PUBLIC SPACE
- Greenery are for watching, not using - difficult to reach for pedestrians because of the roads.
- There is a lack of space for youth to hang out - they crowd on the sidewalks where other people pass too.

OBJECTIVES

Reinforce local retail cluster
- Increase commercial concentration (% of properties in the retail cluster that have a commercial function)
- B2C actions organised by the local retailer association

Reduce the dominance of cars in the streetscape
- Increase the percentage of off-street parking offers
- Provide infrastructure for other mobility solutions (bicycle paths)

Improve the public domain as a heart for the district
- Increase the rate of usable public spaces for pedestrians by implementing innovative street design solutions

ACTIONS (examples)

Organizing a retailer community
- Regular & structured meetings with shop owners about possible improvements
Promotion of retail cluster
- Saint Nicholas & Easter quest, clean-up action, street fair, etc.
Providing decorations to promote the identity of the neighbourhood
- Gallifortlei Street

- **Local mobility sharing community event** in September 2022
- Creating a neighbourhood--supporting mobility hub on Frank Craeybeckxlaan Street *(planned for 2023)*
- Investigating alternative parking possibilities in the area and subsidizing the use of neighbourhood parking *(planned for 2024)*

SSA

Temporary intervention at the intersection of the two selected streets
- 'Road diet' (narrowed streets with more cornering)
- 3 small pop-up squares
- 30 km/h speed limit

2024-25 plan: reconstruction of the area with greening, wide bicycle paths, etc.

4.2.2. Debrecen

Hungary
DEBRECEN
POPULATION: 208,000

The downtown area is the 1.2 km2 historical city centre, significant from both a cultural and touristic point of view – it is one of the busiest places in the city in terms of pedestrian traffic.

FOCUS

The city's vision is to find functions which (1) make the city centre more **attractive**, (2) provide possibilities to spend **quality time** there in various ways and (3) ensure the **profitable operation of local businesses**. These opportunities should be **available** for the residents **to reach sustainably** to moderate the environmental impact.

CHALLENGES

TOO MANY CARS
City traffic usually involves crossing the area. This has changed a bit for the better due to a ring road, but the problem still exists and too many valuable public spaces are occupied by parking cars.

NOT ENOUGH GREEN SPACE
The downtown hasn't got any recreational public parks or green areas - the increasing effects of climate change make the absence of green spaces an even more serious problem.

NO PURCHASING POWER
There are many empty premises, spoiling the view - they *could* serve more residents, too. Additionally, the nearby shopping mall has an "exhaustive" effect on customers.

OBJECTIVES

1. Improving transport conditions and accessibility both in and around the city

2. Developing an efficient urban structure that preserves the built heritage

3. Healthy, green, value--preserved urban environment and urban management

ACTIONS (examples)

ROAD INFRASTRUCTURE
- Finishing the Small Ring
- Improving residential roads

PUBLIC TRANSPORT
- Creating an intermodal hub for convenient changes between rail, intercity bus and local PT
- Constructing a third tram line
- Designing an integrated smart traffic management system (including parking)

ACTIVE MOBILITY
- Expanding pedestrian zones
- Developing the cycle network
- Raising awareness of the benefits of active mobility

URBAN STRUCTURE
Developing transport decentrals in two parts of the city according to the *'15-minute city'* concept and the so-called *"short distance principle"* (i.e. car use becomes unnecessary if locations are close enough to each other)

BUILT ENVIRONMENT
- Reviewing the condition of each vacant property, identifying intervention areas and renovating
- Drawing up an investment promotion strategy

PETŐFI SQUARE
Rehabilitating a currently abandoned and degraded public space into a public park and a playground (500 m2 artificial lake, barbecue terrace, benches, bicycle storage, etc.)

CITY CENTRE
Improving the traffic system by making it more pedestrian and cycle-friendly - extending the pedestrian zone, creating cycle zones and PT lanes, making certain streets one-way, and increasing the green space ratio

4.2.3. Igoumenitsa

Greece

IGOUMENITSA

POPULATION: 25,709

The intervention area could be characterized as a residential area where the ground floors of the apartment buildings have shops of local scope that are often empty/unused.

FOCUS

The location is composed of both publicly and privately-owned spaces, so that until they are transformed into an area with special destinations and permanent activities, the Thriving Streets project is the perfect opportunity to **turn them into *temporary* spaces, providing immediate benefits to the local community**.

CHALLENGES

The main challenge of the intervention area is to increase its accessibility and make it more attractive for the locals and tourists. The location is characterized by **reduced accessibility** due to issues such as:
- "Proximity" to the city centre (4 km – 7 minutes by car and 30 minutes by walking) and the absence of public transport options
- Limited economic opportunities due to lack of investments and development initiatives
- Vacant and underused outdoor public spaces and abandoned private spaces

OBJECTIVES

The aim of the project is to upgrade the quality and traditional character of the space, to attract local and foreign visitors and to develop commercial and creative businesses.

REVITALIZE THE LOCAL ECONOMY
- Boost economic activity and cultural elements in the area
- Support the establishment or relocation of enterprises and start-ups

SUSTAINABLE AND ACCESSIBLE
- Increase the m2 of green areas accessible to residents and tourists by 65%
- Create new bike and walking paths
- Place more ramps for disabled people

ACTIONS (examples)

- Launching an **outdoor open-air cinema** during the summer months (free of charge) to attract citizens to the area
- Organizing **annual or monthly** sports **events**, festivals, tournaments, bazaars, concerts, etc.
- Creating a **bicycle path** along Kyprou Street and its connection with the school units and the area of the sports facilities

SSA

Temporary intervention: in the framework of *European Mobility Week 2020*, the municipality created a **"Parklet"** in front of the entrance of the elementary school in the intervention area.

4.2.4. Klaipeda

Lithuania
KLAIPEDA
POPULATION: 152,237

The Old Town houses only a thousand residents, but it's full of cafés, restaurants, hotels and cultural institutions – a lively, active Old Town is an indicator of the city's viability.

FOCUS

Through the IAP, the city seeks to (A) think of and test measures for closing Old Town streets for traffic, supporting **sustainable mobility** options, and (B) find ways for turning the area into a good example of a **prosperous local economy**.
VISION: A safe, clean, and pedestrian-accessible Old Town full of activities and culture – reasons to be there

CHALLENGES

ABSENCE OF PEOPLE
A seasonal problem - people spend their time in shopping malls where everything is in one place and the quality of services and convenience do not depend on the weather

AIR AND NOISE POLLUTION
The high concentration of jobs, services, etc. in the Old Town cause increased car traffic which is responsible for 50-62% of air pollution and a high amount of noise due to using stone-paved streets.

ACCESSIBILITY
Issues for people with disabilities and baby strollers
INFRASTRUCTURE
- Lack of safe bicycle paths
- Missed opportunity: the river not used for public transport

OBJECTIVES

1. Improve the **economic environment and vibrancy** of the Old Town
- Increase the time people spend there from 45 minutes to 2 hours on average
- Double the number of local events
- Increase the busyness of the area by 30%

2. Improve the **infrastructure** of the Old Town **for sustainable mobility and accessibility**
- Create a CO2 neutral Old Town
- Not issue more parking permits - only let people cross the area when needed
- Encourage biking and public transport (bus)

ACTIONS (examples)

- Old Town Business Support and Community Activation Initiatives *(SSA-related)*

- Providing non-financial assistance for Old Town businesses (supporting their daily life)

- Co-financing tenders for initiatives implemented in the Old Town public spaces

- Reconstructing the market square, adjusting it to the needs of businesses, tourism & community

- Lighting the local architectural heritage

- Creating a connection between the Klaipeda Castle site and the Old Town

- Restricting traffic in the Old Town and the city centre (by installing P+R parking lots around it)

- Installing traffic restriction infrastructure (signs, road barriers, surveillance cameras)

- Applying the principles of universal design by renovating the pavements for improved accessibility

- Installing new bicycle/walking paths & public transport routes (developing water buses) and introducing discounts for the latter

- Raising awareness for changing the mobility habits of citizens

4.2.5. Nova Gorica

FOCUS

The focus of the IAP for the two historical squares of Solkan is improving the local community's quality of life by creating high quality public spaces for socializing and leisure activities & boosting economic activities.
VISION: A lively old town pleasant for its residents, attractive for tourists and safe to the point that an 8-year child can move around there alone

CHALLENGES

UNATTRACTIVE AND VISUALLY UNPLEASANT HISTORICAL CORE WITH LIMITED PUBLIC SERVICES
- Relevant institutions: library, Home Help Center (offering daily support for the elderly and disabled)
- Free parking, incorrectly parked cars, no oversight
UNSAFE AND UNPLEASANT PUBLIC SPACE SHAPED BY THE NEEDS OF CARS, NOT HUMANS
- Large amount of transit traffic, poorly arranged pedestrian areas, no safe zones for cyclists
NO PROPERLY RESTORED AND REVITALIZED BUILDINGS
- Vacant premises with no proper tax legislation to encourage their rent/sale and no other incentives to promote economic revitalization
- Unrenovated or improperly renovated buildings

OBJECTIVES

1. Safe pedestrian- and cyclist-accessible centre
- Additional meters of safe cycling connections
- Additional square meters of pedestrian areas free of car traffic
- Lower percentage of free parking spaces
- Increased daily number of bus connections

2. Connected community
- More attractive and safe public areas for socializing and playing (out- and indoors)
- Public events for inhabitants and visitors
- Urban equipment in public spaces

3. Vibrant commercial and service centre
- Increasing the number of economic activities by decreasing the number of empty shops

4. Using the potential of local heritage for the development of cultural and other forms of sustainable tourism
- Increasing the number of properly renovated buildings
- Offering more permanent cultural programmes (including European Capital of Culture 2025 events)

ACTIONS (examples)

(1) Technical documentation and permits for changing the traffic regulation and general arrangement of local streets for the safe management of pedestrians and cyclists and the establishment of additional pedestrian public spaces

(2) Surveys to collect needs and suggestions from inhabitants, visitors, businesses and other stakeholders; public debates; co-creation of solutions with the citizens; testing
(2) New community events (e.g. "Solkan's day")

(3) Establishment of a contact point for the exchange of information between property owners and potential tenants

(4) Designing tourist products/attractions related to the old town (e.g. guided and self--guided tours, Radish Festival, Carpenters' Trail, heritage roads, digital tools)
(4) Location promotion - informing the inhabitants about their cultural heritage, opportunities to create new businesses and co-create a new, inclusive touristic identity

4.2.6. Oradea

Romania

ORADEA

POPULATION: 275,000

The historical centre is rich in valuable buildings & public spaces (mostly in the Art Nouveau style). However, the area lost its attractivity for community and economic activities – it is slowly getting rehabilitated.

FOCUS

The IAP's ambition is to reshape the centre by transforming it into a **vibrant** part of the city, **easily accessible by sustainable mobility** and with a **limited presence of cars** on the streets. The ultimate goal is to **identify measures jointly with the community** which contribute to this transformation into a **liveable, likeable, socially inclusive and economically thriving area**.

CHALLENGES

PEDESTRIAN SIGNALLING
This problem was already tackled within the *DTP CityWalk* project when the city developed a design for them. However, their positioning is just as important - many of them do not reach their goals due to being too close to the road pavement (making it harder to consult them) or facing the wrong direction (and going unnoticed).

STREET-PARKING
Even if their number was considerably reduced in the past years, street-parking slots (800+) are still taking up a huge amount of space - they are complemented by 4 parking houses for another 800 cars. Two additional facilities are planned which should be used as a chance to further decrease the number of street parking, making more space for pedestrians instead.

OBJECTIVES

1. Improving **signposting** in the city centre as a measure to encourage walking

2. Reducing the **parking** places on the streets in the central area further by 10% until 2024

ACTIONS (examples)

ASSESSING NEEDS
Meetings with the ULG members and additional relevant stakeholders (e.g. representatives of visually impaired and other disabled people) to revise the quantity and quality of the signs

NEW CONTENT AND LOCATIONS
The outcome of the consultations will be translated into a slightly improved design and content (e.g. estimated walking times to the most important destinations in the area) - the proposal will also include suggestions for the best locations to cover the entire focus area.

IMPLEMENTATION
The production and placement of the signposts will be carried out by the City Hall, starting in the summer of 2023.

IDENTIFYING RELEVANT STREETS
Careful analysis of the areas of the city centre where parking could be discontinued, taking into account the future plans of the city and proposing alternative usage for the public space

ADMINISTRATIVE PROCEDURES
The results will be taken to the relevant city departments which will prepare the necessary administrative procedures (regulations to forbid parking, complex reconstructions to extend sidewalks, technical documents, permits, etc.), translating them into reality.

IMPLEMENTATION
The physical elimination of at least 90 parking slots will be carried out by the City Hall, using its own resources.

4.2.7. Parma

Italy
PARMA
POPULATION: 198,236

Oltretorrente is located in the downtown area with a multiplicity of functions: residential, commercial, home to university faculties and schools – this diversity makes it attractive, lively and a reference point for the city.

FOCUS

The local IAP activity was branded *"Vai oltre"* (Go beyond!), focusing on **mobility** challenges and their connections with other challenges within the wider policies of the urban area of Parma.
VISION: Restoring the old charm of Oltretorrente, improving it as a local centre for sustainable daily living and tourism

CHALLENGES

PARKING SPACES
Too many parking cars occupying public space, creating conflict between different users

TRAFFIC
School and university traffic, mostly cars; rules are often not respected; heavy transit of buses causing noise and safety problems for cyclists and pedestrians; lack of charging stations for electric cars

CYCLING AND PEDESTRIAN ROUTES
Lack of bike racks; thefts; no bike paths; irregular and narrow sidewalks

PUBLIC SPACES
Low quality: dirty and unsafe; lack of green areas; bars and cafés cause noise and problems at night; high temperature and heat waves in summer; lack of playing areas for children and spaces for teenagers; lack of tourist signs and routes; lost identity; closed shops

OBJECTIVES

1. BETTER SENSE OF IDENTITY AND PLACEMAKING
- New places for community life
- Help local businesses to thrive

2. REDUCE CAR DOMINANCE
- Improve public transport

3. CREATE A DESTINATION
- Attraction for tourists
- Urban decor and user-friendly city

ACTIONS (examples)

- Create small play areas with inclusive equipment that fit into a limited space
- Design 'play routes' using street art and graffiti
- Plan actions with youth aged 12 to 18 years for making the area more teenager-friendly
- Integrate the shops and activities of migrants in Oltretorrente
- Reassess the current locations of markets and their impact

- Collect data and evidence on traffic flows
- Extend the network of reduced speed streets
- Assess the current parking regulations and reorganize the number of parking spaces
- Install new bike racks to reduce theft, improve decor and accessibility and (where possible, due to narrow streets) create bike lanes

- Place digital, interactive and inclusive signals for all (children, disabled, elderly)
- Develop a promotional and commercialisation strategy for tourism
- Design thematic routes & start a 'get your guide' initiative
- Improve waste collection and the regular cleanliness of streets
- Create green heat shields

4.2.8. Santo Tirso

Portugal
SANTO TIRSO
POPULATION: 67,700

The core of the city (where most local businesses & services are) has multiple squares and gardens. The main street starts at Square Coronel Batista Coelho, crossed by a one-way street and a parking lane.

FOCUS

The IAP includes necessary steps to **change the paradigm of car-dependent mobility** in Santo Tirso, to make it a more **inclusive and vibrant city** - this means both continuing the ongoing projects of the municipality and **experimenting** with new uses of public space. This requires **collaboration** among different departments, external stakeholders and citizens.

CHALLENGES

LOT OF TRAFFIC AND ILLEGAL PARKING WITH NO OVERSIGHT
Cars often park on sidewalks or in a second row; traffic speeds are also too high.

POOR CONDITIONS OF SIDEWALKS
Narrow, irregular pavements occupied by cars and obstacles, noted especially by disabled people

LACK OF CYCLING INFRASTRUCTURE
The bike lanes are short and disconnected and there are no appropriate bike parking facilities.

LACK OF PUBLIC TRANSPORT CONNECTIONS
This limits access to the centre and to the local businesses.

EMPTY STREETS ON WEEKEND AFTERNOONS
It is recognized that it would be good to organize more activities to draw people there.

LACK OF CUSTOMERS
Local businesses associate this issue with the conditions for parking in the area.

OBJECTIVES

1. Decrease car dependency/car share
- By at least 10% until 2027

2. Increase the modal share of walking and cycling trips to/from school
- Baseline value to be surveyed, target value to be decided based on that

3. Increase accessibility and inclusion
- This will affect the number of elevated sidewalks and the number of buildings with ramps on selected pilot streets.

4. Attract more visitors to the centre
- 20% increase in the number of tourists per year and the nights spent at local establishments until 2027

ACTIONS (examples)

(1) Physical redesign of streets for 30 zones; expanding and promoting e-bike shared scheme; revised public transport network; private concession for parking management

(2) Surveying students to find out their mobility habits; extending cycling lessons to more primary and secondary schools; bike-to-school regular trips (once every two weeks)

(3) Training local officials and bus drivers about the specific needs of people with disabilities; walkshop with different target groups; design a *Plan for Accessibilities* and a *Municipal Plan for Equality and Non-Discrimination*

(4) Open-street *Viva a Rua* experiment; intervention along the Leça and Ave rivers with trails connecting to neighbouring cities; opening a new art centre

4.2.9. Southwark

United Kingdom

SOUTHWARK

POPULATION: 307,700

The Lower Road area counts 17,498 inhabitants – identifying it as the intervention area provides an opportunity to maximise the social and economic benefits of a scheme currently under development.

FOCUS

The focus of the IAP is to **improve engagement and participation of stakeholders** in shaping the area and to create long lasting connections and relationships within the **community**. This will give a better chance to businesses and the community to **integrate with the new development** and the new high street that will be built.

CHALLENGES

SAFETY AND TRAFFIC
Fear of crime; difficult and unsafe pedestrian crossings; non-existent cycling facilities; congestion during peak hours; high level of pollution; car dominance; no proper lighting in some areas

PUBLIC REALM
Narrow footways (compounded by mature trees); indirect walking routes; lack of bicycle parking

ATTRACTIVENESS AND THINGS TO DO
Lack of playground equipment, seating and activities for youth; need for green spaces; waste

LOCAL ECONOMY AND REGENERATION
Lack of night-time economy; not many "destination shops"; closed businesses; no accessibility; need for co-working spaces

OBJECTIVES

1. Reduce car dominance
- Reducing the volume of vehicle traffic and the amount of parking fines

2. Improve active travel experience for all
- Increased modal share of walking and cycling
- Decreasing the number of road accidents

3. Help local businesses to thrive and attract customers to the area
- Monitored by spending data and video surveillance of the kerbside activity

4. Improve the attractiveness and sense of identity of the area and activities for everyone
- Improved perception of the area, higher participation in local community activities

5. Increase connection with the environment
- Indicated by the number of trees and participation in community gardening

ACTIONS (examples)

(1) Introduce a two-way traffic system and a Controlled Parking Zone in the wider Rotherhithe area

(2) Design and implementation of a cycle route connecting Rotherhithe with Peckham; trial of e-scooters; improved advertising of free cycle training opportunities; new improved and accessible Surrey Quays overground station

(3) Trial installation and monitoring of accessibility ramps; exploring the possibility of better signposting for the local heritage and businesses

(4) Exploring the feasibility of reopening the adventure playground, new public art installations and a monthly thematic market on Cope Street

(5) Engaging with local community gardens and connecting them; summer school activity

5. The Small-scale Actions

5.1. One-page summary of SSAs

5.1.1. Antwerp
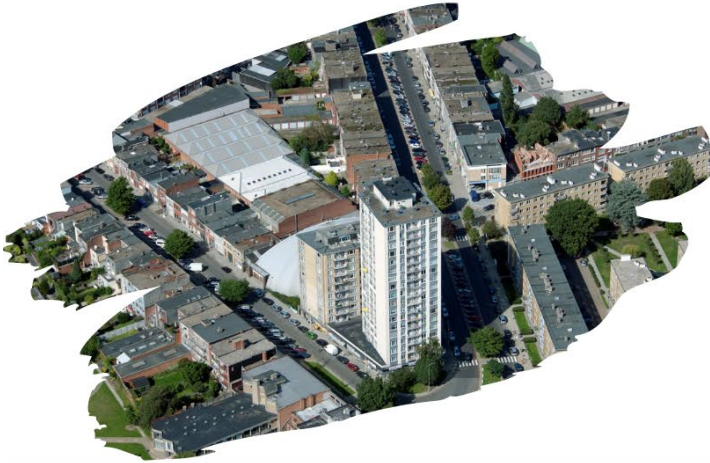
Belgium

ANTWERP

POPULATION: 526,000

Temporary street interventions in the centre of Deurne (Small Scale Action) to draw attention to a safe and comfortable school environment and redistribute public space between different functions

THE ACTION

The wide streets of Frank Craeybeckxlaan and Te Couwelaarlei were set on a **'road diet'** - **3 small pop-up neighbourhood squares** were organized: a new public space in front of the library (Library Square), the Fountain Square in front of the schools and a square in front of a new residential social housing complex (De Riddersquare). The **speed limit was lowered to 30 km/h** by means of **infrastructural adjustments** and the **streets** themselves were **narrowed**, involving **more cornering**. The intervention ended in August 2021.

EXPECTATIONS & REALITY

- Introducing the intentions of the project in the neighbourhood ✓
- Increasing interest in the planning process to debate about the overall vision for the street ✓
- Discovering 'hidden' challenges in the early stage
  • Criticism from cyclists who felt less safe - based on this input, their presence in the mixed zone and the possibility for them to use the pedestrian zone at an adjusted speed was made more visible ✓
  • Criticism from traders due to the reduction of parking space and difficult deliveries ✓
- Creating joyful moments and building up a collective memory with the neighbourhood ✓
  • Positive reactions from citizens regarding the additional space for pedestrians and the accessibility of the public gardens
- Finding local ambassadors ✓
- Initiating high quality debate on tangible topics ✓

KEY LEARNINGS

EXPERIMENT
Even a small scale, temporary intervention can be too drastic as a first step so it's crucial to experiment - even with the experiment. Nevertheless, the current results will be invaluable for the total reconstruction of the area planned for 2024-25.

CONSTRUCTIVE CRITICISM
We should encourage people to complain but also to propose possible solutions. Maintaining an intensive participation structure will help to avoid/solve conflicts.

WINTER IS COMING
Wait for better weather conditions next time.

PRESS RELATIONS
Inform the media in advance - we shouldn't rely on just on-site opinions.

DEDICATED PROJECT MANAGER
Someone with clear responsibility and tasks related to the SSA should always be appointed.

5.1.2. Debrecen

Hungary

DEBRECEN

POPULATION: 208,000

Temporary closure of the main street from car traffic (Small Scale Action) to draw attention to the alternative utilization of public spaces and investigate the reactions of the residents

THE ACTION

The **Car Free Day** lasted for one day in the closed area - the organizers waited the visitors with colourful programmes like traffic tests, mini-cycling tracks and so on. Many of the parking lots were covered with artificial grass on a 700 m2 area, transforming the main street to a green oasis and picnic place. There was a Thriving Streets booth where the project team invited the visitors to a historical sightseeing, presenting the local pedestrian zone developments from the last two decades through gamification.

EXPECTATIONS & REALITY

- Launching a **public opinion poll** to find out what the residents think about the closure, which functions are suitable for the city centre in the place of parking lots and how they imagine the future downtown of Debrecen
- The problems identified by the ULG group during the IAP process were confirmed.
- The citizens are happy with the past years' pedestrian zone developments and satisfied with functions, but they see a possibility to involve more (e.g. a playground).
- The need to increase green areas is clear, but the demand for free parking slots is still high.

KEY LEARNINGS

Important conclusions of the poll:

- The closure of the main street from car traffic would have a positive effect on **noise and air pollution**, also improving the **street image**.
- More than 80% of the population would like to see the establishment of **new green areas**.
- Only 15% of the citizens park regularly in the city centre - those who rarely or never do usually walk or use other transport modes. The **limited number of free parking spaces** and **expensive parking tickets** are a deterrent.
- Those living in the northern part of the city are more likely to be able to reach the city centre entirely by bike, while those living in the eastern and southern parts are only partially able to use the cycle paths - this is in line with the city's **cycling infrastructure**.
- The partner will definitely need to repeat this kind of action, expanding the number of stakeholders in the cooperation and improving **communication** methods: using different media channels - especially before the event itself to promote it - would be a smart idea.

5.1.3. Igoumenitsa

Greece
IGOUMENITSA
POPULATION: 25,709

*Installing a small and compact **parklet** (**Small Scale Action**) in the intervention area to be used by both residents and visitors as a meeting place, rest area and hub for socializing*

THE ACTION

The municipality created a **Parklet** in front of the entrance of the local elementary school during the **European Mobility Week 2020**. In order to give innovative urban design a chance and focus on a younger target audience, the Parklet was **made by using wood pallets painted in vibrant colours**. The specific location - the road in the residential area and the school itself - was chosen to:

- Avoid connecting the intervention with promoting retail activities, and
- Showcase that using this space is supposed to increase the number of local leisure opportunities.

The installation was removed after a relatively short time due to the locals who did not welcome it, but this also helped to point out the temporary and mobile nature of the structure.

EXPECTATIONS & REALITY ✗

By principle, parklets are an opportunity to promote access to walking and cycling, activate local business areas by engaging the community, support local economic growth and create vibrant public spaces providing local amenities.

In this case, the main objectives of the municipality were to:

- Increase public space for people on the street ✓
- Build a space for public activities, keeping people in their own neighbourhood ✗
- Make a safe and easy-to-use public space for socializing during Covid-19 restrictions that were in place at the time ✗
- "Colour up" the typical urban cityscape ✓
- Create a unique place of interest for community leisure activities and education ✗

The reality was quite different than the expectations. From the beginning, the local community was opposed to the parklet for three main reasons: (1) the number of **parking spaces** was reduced, (2) **visual contact with the road crossing** was problematic and (3) the teachers considered the **design not** to be **consistent with the school**.

KEY LEARNINGS

- Any intervention in the public space should be done in **direct consultation with local users**.
- The **problems solved** by an intervention should be significantly **more** - and of greater importance - than any problems that may arise due to implementing it.
- Parklets could add value to residential areas but should be **combined with a broader strategic plan**.

5.1.4. Klaipeda

Lithuania

KLAIPEDA

POPULATION: 152,237

A series of events in different locations in the Old Town (Small Scale Action) – the venues were closed to traffic and designed to be pleasant to socialize in, with entertainment and catering for sale

THE ACTION

The partner managed to organize **3 events** on **different themes** during September-October 2021:

- Cinema night - a weekend dedicated for outdoor cinema, playing various short and feature films
- Arts courtyard - harvest festival, vinyl disco, physical and chemical experiments, observing the sculptures of the Old Town (reborn in sand projections), etc.
- St. John's Church Restoration auction & concert - getting acquainted with archaeological research

EXPECTATIONS & REALITY

- Confirm that the **street closure model for organizing small scale events** in the Old Town is suitable
  - The model was effective for both customers and the municipality. ✓

- Ensure greater **involvement of businesses** in strengthening the attractiveness of the Old Town by appointing municipal specialists and finances to organize events
  - During the meetings of the Local Action Group, it was repeatedly emphasized that entrepreneurs and municipal institutions are waiting for municipality help, directions and funding opportunities, but at the end there were only a few people willing to contribute to the organization of SSAs.
  - Despite the low activity, the partner assembled a team of **5 business representatives** who are ready to continue the work that was started. ✓

- Agreement between the Old Town businesses to communicate through **one dedicated channel.** ✗

KEY LEARNINGS

The assessment of the small scale activities (based on the involvement of Old Town entrepreneurs, cultural institutions, the municipality and subordinate institutions) showed that the active role of the city and initiating the events ultimately did not pay off. However, although not very successful, the actions still meant an **opportunity to test the idea of closing the streets**.

Despite the lack of community spirit so far (people not yet willing to take the lead), the municipality will continue its **focus on community involvement and promoting initiatives** in the Old Town area.

The city will also **test other measures** which might encourage people to choose spending their free time in the Old Town (e.g. evaluating possibilities for and building an object of attraction in the area).

The urban planners want to **improve infrastructure** and **expand public transport routes and other mobility modes** to make the city centre more attractive and green.

5.1.5. Nova Gorica

Slovenia
NOVA GORICA
POPULATION: 19,000

Opening a green kiosk nick-named Mobilet (Small Scale Action) to create a safe community space that is respectful of the cultural heritage & to enable public events/programmes for people, bringing more life to the square

THE ACTION

The kiosk was on location during August, September and October of 2021. Placing it included some **temporary changes of the existing traffic** roles **and** habits in the area and the "re-armament" of the existing **parking places** - around 500 m2 of public space (free of cars) was created. *Mobilet* was designed to bring the public's attention back to the historical centre and offer **new space for local providers, associations and other institutions** to show what they have to offer to the community.

EXPECTATIONS & REALITY

- Create a **new temporary space** for people (and events for people) and a **venue for local providers,** cultural figures and other organizations where there was only space for cars previously
  - The kiosk met the expectations: it hosted 20 different local providers and attracted 700-800 visitors - their reactions were positive, even enthusiastic.
- Provide **enjoyment to the citizens**, enabling the possibility of permanent changes in the future
  - Although the temporary traffic arrangement improved the square's image and led to traffic safety for most participants, it also interfered with the established (sometimes illegal) habits of the inhabitants - how they use public space, park and drive around the area. Some of the new visitors brought noise and other inconveniences (especially in the evenings), angering the residents.

KEY LEARNINGS

- Every square cm of space for people counts and makes a big difference!
- The space in front of the church is a valuable, shaded public space that needs to be preserved as car-free.
- **Tests and temporary arrangements are** not waste of time and money - they provide insight into the dynamics of the location and **a good basis for designing interventions**. They can also gradually accustom people for the change, giving them time to prepare.
- Constant presence and communication on the ground, flexibility and respect for each individual's opinion are key to building an appropriate level of trust. This requires **staff capacity both in terms of skills and time**.
- Throughout the process of initiating change, it is necessary to **work hand in hand** with supporters of the change.
- Inappropriate communication from individuals who are disruptive and have no constructive suggestions must be addressed appropriately.

5.1.6. Oradea

Romania

ORADEA

POPULATION: 275,000

Closing an important street in the city centre from car traffic (Small Scale Action) to test the concept of car-free streets, highlighting the value of the public spaces which are usually occupied by moving or parked vehicles

THE ACTION

On June 1, a street in the city centre was closed from car traffic and many interesting programmes for children (but not only) were organized there. The location was important - it is a busy area with lots of parking slots, situated very close to one of the largest underground parking facilities of the city.
The event included games (treasure hunts, badminton, hula-hoops, etc.), asphalt drawing, family photoshoots and a sensory corner organized for children under 3 years of age.

EXPECTATIONS & REALITY

- Attracting at least 100 people to the location ✓
  • The event had a greater impact than expected, with a significantly higher number of participants (250 people) than estimated.
- *FEAR:* Making drivers nervous for having to circle around the area in order to get to the city centre ✗
  • The cars traveled quietly around the area - there were no complaints.
- *FEAR:* Upsetting citizens with the noise ✗
  • Citizens participated actively.
- *FEAR:* Upsetting shop owners by occupying the parking places ✗
  • The reaction was exactly the opposite: local businesses were very satisfied since the number of clients has increased due to the massive presence of pedestrians - they even helped with cleaning the area at the end of the event.

KEY LEARNINGS

• People really enjoyed the activities and having the street closed for cars. The city's mobility plan propose that **the area should be permanently car-free** - underground roads are being built there now to make the surface wholly pedestrian in the future.

• Involving **citizens** in small actions makes them feel **more open about changes** in the infrastructure of the city: car drivers *can* find alternative routes once they **understand the importance** of having a clean city centre.

• Soft actions like this are crucial in **communicating** with the citizens, making them feel more involved in the design of the city they live in.

Based on the positive reactions, the event is included in the IAP as a permanent activity (even if at a smaller scale, depending on the budget), and the location will also be used for other events in the future.

5.1.7. Parma

Italy
PARMA
POPULATION: 198,236

Preliminary survey (Small Scale Action #1) to investigate the need for a new minibus line & mobility-related gamification in primary schools (Small Scale Action #2) to change the travel habits of families with children

THE ACTIONS

(1) A survey was distributed online and on paper to residents of Oltretorrente for evidence to support (or not) the inclusion of a **new bus line** in the IAP, developing a preliminary reflection on its **feasibility**.

(2) For four weeks, children in two schools reflected with the teachers on mobility, the impact of cars and also investigated possibilities to use different ways to go to school. After filling in a questionnaire, they identified **personal mobility goals** - reaching them was rewarded with points every day.

EXPECTATIONS & REALITY

(1) Getting **feedback** from the citizens about local public transport ✓
  - **156 people responded** - the answers were useful to understand the local mobility dynamics since this was the first related survey implemented in the neighbourhood.
  - Some citizens pointed out that an online survey is not the best tool to reach the elderly - **interviews** would be more efficient next time.

(2) Increasing the **awareness** of children and families of active mobility benefits, **changing habits** ✓
  - 7 classes participated with a total of 170 children.
  - Some classes had to work online due to Covid cases, therefore, they could not participate in the SSA. However, all classes that started the event series managed to complete it.

KEY LEARNINGS

SURVEY
  - Knowledge of the city is never enough - collecting **data** and evidence is always useful.
  - **Small solutions** can be implemented in a shorter time with **less resources** and give **fast feedback**.
  - Mobility difficulties are a matter of **accessibility and safety**, too, not just public transport (uneven sidewalks, cars can be factors, for example). A bus line addressing the needs of the elderly should also have accessible and protected bus stops.

GAMIFICATION
  - Gamification should fit into the selected classes - discussions with the teachers on how to **integrate it into the syllabus** is crucial.
  - This is not a competition: **do not criticize** those who *have* to go to school by car – the situation is often out of their control.
  - **Flexibility** of the programme allows enough time to talk about problems and solutions with truly engaged students.
  - The results must be presented to **local decision-makers**, using gamification as an opportunity for data collection about school mobility issues.

5.1.8. Santo Tirso

Portugal
SANTO TIRSO
POPULATION: 67,700

Open Street events (Small Scale Action)
to slowly get people used to a different experience
of the city and make them realize the benefits of
limiting traffic

THE ACTION

The two Open Street events - called *"Viva a Rua"* (meaning "Live the street") were organized on March 26 and May 28, 2022. On these two Saturdays, the main axis of the city was open exclusively to people on foot or bikes between 10 AM and 6 PM. The programme included dance performances from CAID (Cooperative for the Support of Integration of People with Disabilities) and the local Gymnastics Association, an urban street market, a theatre play, an art exhibition, spinning classes, etc.

EXPECTATIONS & REALITY

- Attract people to the city centre to visit local commerce and participate in activities ✅
  • Many showed up on both events, but the temperature was very high on the second day which impacted the number of people present (there was a lack of shade).
- Bring more life to the centre of Santo Tirso, mobilizing people
  • The spinning class brought many people, but so did the other associations who organized ✅ activities (e.g. the art performances).
- Make it easy for people to try out e-bikes ✅
  • Almost 100 people had the chance to do this during the two days.
- Test if closing the street, organizing activities & inviting associations and schools *can* attract people ✅
  • There *were* people on the street, but about 60% of businesses experienced a shortfall of sales - this suggests that citizens who usually go by car to the city centre, did not go those days because they couldn't park. The businesses that had more customers were most likely cafés and restaurants.

KEY LEARNINGS

• It is important to **invest more in communication**, both on social media and at the event itself.

• Listening to and **involving the business owners** was a good decision which should be done as a standard practice, not only for sporadic events. *Viva a Rua* could become even more successful if we could engage more - 25 participated in the sales campaign, but only a few among them used the streets to exhibit their products. If **proactive measures** are taken, they can have a good return on their time investment.

• **Weather** conditions: on summer days, we must prepare activities taking into account shades during the day, also offering shelters and water.

• We underestimated how difficult it could be to convince the "usual" shoppers who come by car to still come shopping but park their car elsewhere (not on the main streets).

5.1.9. Southwark

United Kingdom
SOUTHWARK
POPULATION: 307,700

*Pop-up event (**Small Scale Action**) through co-engagement with the residents and businesses to explore the idea of developing a local market on the Lower Road*

THE ACTION

On October 17, 2021 (a Sunday), the partner hosted an event on the Lower Road, engaging residents and businesses in the project. They had acoustic music, chalk drawing, free bike maintenance, free bike--powered coffee from *Vello Presso*, seed bomb making with *PNK Gardens* and bike games from *Cycle Confident* as well as free cycle training. (Another event was planned for December with a Christmas Market on Cope Street but it was cancelled due to Covid-19 restrictions.)

EXPECTATIONS & REALITY

- **Attract local people** using sustainable transport modes which would provide more footfall for shops to thrive and a more lively environment for the residents
  - **Engagement with the community** was positive with over 25 bikes repaired and 45+ conversations.
  - People were happy to see the space more alive, that there was something to do and a reason to stop. Children especially enjoyed the chalk drawings and the bike games.
  - There was one complaint from a business that was closed on that day about the chalk drawings found the day after - this demonstrates the **importance of communication**.
  - Many shops were closed so the **impact on customers and income couldn't be measured**.

- **Trial the street closure** to see people's reactions, the risks and opportunities ✗
  - The pop-up event had to be moved to the pavement instead.

KEY LEARNINGS

- Things do not always go as planned and we need to be **flexible** and **adapt** plans to the new situation.
- Showing that we are not only asking nicely but giving something back (e.g. free coffee) in exchange for participation gives an **incentive** to people to stop.
- Choosing the **right day and time** for the SSA based on the results we want to achieve is important - some shops couldn't be part of the test due to being closed on a Sunday.
- Good communication is key to the success of any intervention - disappointments for some stakeholders could have been easily avoided with **better communication**.
- People's trust is difficult to gain but very easy to lose - **expectations need to be managed** well to avoid conflicts and complaints.
- **Coordination** between different projects in the same area is crucial to avoid confusion and waste of resources.

5.2.   SSA lessons

Small-scale actions were new elements of the action planning process – optional for the city partners. In the end, all Thriving Streets partners decided to implement small-scale actions. In the previous chapter a one-page summary of each SSA was included; below we provide a summary of conclusions and learnings based on the SSA assessments (each partner prepared a short, structured assessment of their small-scale action) and conversations with partners.

Overall, all **partners welcome the opportunity to test interventions** already as part of the IAP process; although it took some time for partners to understand the rationale and the role of small-scale actions in the planning process, eventually all partners decided to implement at least one SSA, and they all found it a useful addition to the action planning process.

Not surprisingly – given the focus of the Thriving Streets network – **most of the SSAs involved a temporary change or pop-up type intervention**, taking place in a specific street / public space. Interestingly, many partners were surprised that - even though most small-scale actions are indeed small and involve temporary, short-term activities - they **require considerable time to prepare, implement and evaluate** – significantly more than originally planned by some partners.

Another interesting question partners were faced with is **what makes a small-scale action successful**. In some cases, the outcomes of the SSA implemented were quite different from what was originally expected –

would it be a failure, then? Following extensive discussions, however, every partner understood that most small-scale-actions implemented in Thriving Streets are **experiments aimed at testing** a hypothesis – often linked to a planned future change in the design and / or use of a street / public space. From this perspective, when (and how) people (users of the public space) react differently than expected is a very valuable information that can help to prevent costly permanent changes that in the end would fail.

Other important observations partners made:

- **Temporary changes,** closures of streets, pop-up type interventions **are great conversation starters**; there is a big difference between "imagining the change" based on a design - and seeing, feeling, experiencing it in real life (even if in a simplified, temporary form). The same people who do not comment on planned changes are ready to share (often without asking) their opinion when you can offer a "glance into the future". In addition, their insights are almost always more meaningful and specific.

- Consequently, such SSAs are also **extremely useful in much better understanding the complex problems and real needs of street / public space users** and can provide evidence-based validation of certain hypotheses. Certainly, the result often is that planners need to return to the drawing board and make (sometimes significant) changes.

- Partners also found that SSAs **could play an important role in engaging stakeholders:** ULG members and other stakeholders can (and often did) participate in not just planning, but also in delivering the small-scale action, which helps to solidify their commitment and improve cooperation.

- Some partners also experienced that even when you constantly receive "loud" negative comments to a planned change, once you test it in a small-scale action you may find that many people actually like it. In fact, temporary intervention-type small-scale actions can **help in identifying and even "recruiting" allies and ambassadors**.

- Shop-keepers in many streets and public spaces are often the most vocal opposition of major changes, especially if those changes negatively affect the accessibility of shops by car and / or results in the elimination of parking spaces in front of the shops. At the same time, they are quite difficult to engage. SSAs, however, in some of the partner cities proved to be **useful in initiating a real dialogue with retailers and helped to better understand their unique needs, problems and fears**, and sometimes even contributed to alleviating the latter.

6. Conclusions and recommendations

At the time of writing this Report, all but one IAPs have been submitted, and although some partners are still making some finishing touches to their IAP, we are confident that by the beginning of August Thriving Streets partnership can proudly present 9 good-quality integrated action plans. Despite a very difficult Phase 2 when many of the activities crucial to the preparation of the IAP were either impossible or required creativity (and lots of compromises), cities struggled with a set of unexpected challenges and capacities run thin, our partners still managed to deliver the most important activities and complete their plan.

In the past 2 years every participant in the process – the Secretariat, the lead partners, the partners as well as the experts constantly evolved, experimented, and learned a lot. Below we would like to briefly share the most important conclusions of the Thriving Streets network.

Online vs. in-person: from the start of Phase 2 the main challenge was how to implement activities (like ULG meetings, transnational meetings, study visits and training sessions) necessary to complete the IAP if people are not allowed to meet and travel. By quickly learning (by doing) to use new tools, adapting existing methods to new circumstances, trying new things (and sometimes failing) somehow the partnership successfully completed all activities foreseen in the workplan (and more!). We learned that virtual meetings can indeed work – to an extent. In the future, probably a hybrid approach by combining online and in-person meetings can make the journey of an URBACT APN more streamlined, slightly more efficient, slightly less time-consuming – and by decreasing the need for transnational travel also less harmful to the environment. However, we also learnt that online sessions cannot replace ALL in-person meetings. In our experience:

- some of the **network meetings** – especially when the subject is project administration – can be easily implemented in the virtual space.

- most **training sessions** can easily be transferred to the virtual space, also; in fact, it is much easier (and cheaper) to invite higher-profile speakers / trainers to online sessions than to in-person meetings. In addition, recording the training session is also much simpler and requires no expensive technology. HOWEVER… the quality (and thus the impact) of the training highly depends on whether or not the training material, the style and structure of the training are adapted to the online environment.

- **Working with institutional stakeholders** on local level is also possible using online tools – to an extent. Unfortunately, not

all stakeholders are ready (or prepared technologically) to actively participate in online meetings. Partners need to be mindful of this and find solutions to avoid losing otherwise valuable stakeholders just because they are not ready to participate in online sessions. The experience of some partners show that one2one meetings when larger gatherings are not allowed, or even longer phone conversations could work well with such stakeholders.

- In the case of **transnational meetings aimed at jointly working on the specific (especially space-based) challenges** of a given partner, or of **study visits** to better understand the bits and pieces of a good practice, however, online solutions can only represent poor compromise. There is simply no comparison between participating in a virtual walkshop (even if it is of high quality and professionally organized), or being part of the real thing, being present, walking, experiencing, and sensing the public space, seeing how people move, stand, and behave.

- The experience of our partners also show that when it comes to meaningful **dialogue with residents**, street users, retailers, nothing can really replace in-person human2human interactions; in most cases online solutions (except maybe some surveys) simply did not work.

As presented in the previous chapter, the small-scale actions as innovative, new concept in the action planning process worked really well – partners learnt to incorporate the concept in the planning process; implementing SSAs

helped them to prepare better quality, more evidence-based integrated action plans, and played an important role in engaging the more difficult-to-reach stakeholders.

Towards the end of Phase 2 our network managed to squeeze-in 2 in-person study visits to cities that are not part of Thriving Streets network (Pontevedra and Ljubljana) – but serve as good examples in the field of sustainable urban mobility and creating better streets / public spaces. One the one hand, both visits were organized linked to a transnational meeting – and this "pay one get two" approach proved to be really efficient, both in terms of time and expenses. One one had, the overwhelmingly positive feedback from partners show that study visits – when organized well – are very useful (and sometimes underestimated) tools, and are truly inspirational by demonstrating that change is actually possible.

Our Thriving Streets partnership has been part of a really active **capitalisation** initiative together with Space4People and RiConnect URBACT networks – **WalkAndRoll Cities**. This cooperation has developed its own branding, run a LinkedIn page, organized 2 thematic webinars and even a common final meeting in Barcelona. The story of WalkAndRoll cities clearly demonstrates that such cooperation initiatives can represent important added value to the partner cities – they can become part of a wider network, exchange experience with more cities. Our experience also shows that the sooner the capitalisation cooperation starts, the more potential it can offer to its partner cities.

Finally, the question of **involving politicians / decision-makers**. Working in an URBACT network is eventually about triggering positive changes in our cities. Achieving that is not possible without strong political will and commitment – this was also confirmed by our 2 study visits – both showcasing major urban transformations. And this is the area where our partners struggle the most – they all have the APPROVAL of their political leaders to participate in an URBACT network, but very few of those leaders are in fact committed to follow through and implement the change locally. To our partners' request we are looking into the possibility of organizing an inspirational study visit for political leaders – but it may be worth examining how decision-makers could be made more integral parts of the URBACT journey.

7. Annexes

THRIVING STREETS IAP ROADMAP QUICK GUIDE

INTRODUCTION, BACKGROUND

This working document is the IAP (Integrated Action Plan) Roadmap Practical Guide for the URBACT Thriving Streets Network. Its main objective is to provide all the information and tools necessary to design realistic Roadmaps that enable the preparation of high-quality integrated action plans by partners.

The URBACT action planning networks have the following important deadlines related to the design of integrated action plans:

May-December 2020	December 2020-December 2021	December 2021-June 2022	June 2022 - August 2022
Activation - 7 months	Planning Actions - 12months	Planning Implementation - 6 months	Finale - 2 months
	ULG activities Small Scale Actions	ULG activities	
Roadmap due December 2020	Draft IAP due December 2021	Final IAP due June 2022	Disseminating and Sharing

THE INTEGRATED ACTION PLAN

The Integrated Action Plan is „a succinct document defining actions to be implemented, covering the planned timings, implementation responsibilities, costings, funding sources, monitoring indicators and risk assessment of the actions". The IAP includes a set of Actions, created in cooperation with all relevant stakeholders which, when delivered in a combined and coherent way, will create desired changes within a city.

Each partner is required to design a draft IAP by December 2021, while the final IAP is due by June 2022. The milestones in the IAP design process are presented below:

KEY ELEMENTS OF THE INTEGRATED ACTION PLAN

The Integrated Action Plan should contain the following main elements:

- local context
- defined challenges and problems
- vision for change
- specific objectives and indicators
- smart actions
- logic model for change
- performance measures & methods
- implementation approach

The IAP Roadmap is the first milestone in the process of preparing the IAP - is the plan of your local activities in Phase 2.

THE IAP ROADMAP

WHAT IS THE IAP ROADMAP?

According to the URBACT GUIDELINES FOR CO-PRODUCING AN INTEGRATED ACTION PLAN the Roadmap „should map out the programmed activities at local level that drive the co-production of the IAP draft and final versions. It should also show the clear link to and feedback loop from the transnational meetings of the network." … "The IAP roadmap should be seen as a working tool. Its primary audiences will be the ULG members, other city stakeholders, the wider network membership and the URBACT Secretariat. The ULG Coordinator will be responsible for the production of the IAP roadmap (and possible updates along the way), which should be written in English."

In sum, the IAP Roadmap maps out the journey to the Integrated Action Plan, describes the process and specific activities that lead to an IAP with the required content. It is a planning tool which should be reviewed and updated regularly.

The URBACT Secretariat has published an IAP ROADMAP URBACT GUIDANCE document that provides further information. According to this Guide, the IAP Roadmap should include the following elements:

- Steps to illustrate progress towards the IAP – concrete stages of drafting for example, linked to the action planning cycle elaborated in the APN Phase 2 Guide.
- Steps for peer review using the transnational network meetings as a tool
- Communication and consultation activity – how and when a draft IAP should be shared
- Links to local and transnational activities, for example network meetings, the URBACT e-University, etc.
- The timeframe and key milestones along the journey, in line with the Action Planning Network cycle and timescales – see Phase 2 Guide
- Potential risks which may impede the IAP progress (elections, missing or inactive stakeholders, etc.).

KEY PRINCIPLES AND PROCESS OF DESIGNING YOUR ROADMAP

KEY PRINCIPLES

- Each partner needs to prepare its IAP Roadmap – the deadline for submitting the final draft is **December 2020**.
- URBACT does not provide a specific template for the preparation of the IAP Roadmap, but a **common template is made available** to be used by partners in Thriving Streets network.
- The preparation of the IAP Roadmap is the **responsibility of the ULG coordinator**, but the Roadmap should be the result of a joint effort of the local team.
- In preparing the IAP Roadmap, **stakeholders need to be involved** – as a minimum, it should build on consultations with ULG members.
- The IAP Roadmap is a practical working document, it needs to be **regularly reviewed and updated** as necessary.

THE PROCESS

NOW

- Read the quick guide and preferably also the relevant URBACT Guides, review the presentations delivered as part of the URBACT e-University
- Familiarize with the template – start to map out your activities, prepare a draft Plan of Action and Timeline
- Organize a ULG meeting (online, if offline is not possible), present and discuss the proposed Plan of Action and Timeline
- Amend your plan of actions and timeline using the inputs from the ULG meeting.
- Prepare an advanced draft version of your IAP Roadmap by the online transnational meeting of Thriving Streets, taking place in the second half of November, where each IAP Roadmap will be peer-reviewed by another partner.
- Use the feedback from the peer-review session to update your draft IAP Roadmap
- Finalize your IAP Roadmap, present it to your ULG for approval.
- Submit the final draft (approved by your ULG) to the Lead Partner before the end of December.

2020 DEC 31

THE THRIVING STREETS IAP ROADMAP TEMPLATE

The Thriving Streets IAP Roadmap template is the common format for Thriving Streets partner cities to prepare their IAP Roadmap. The template is provided in an easy-to-use ppt format, combined with a MURAL board for the timeline. The common template has the following sections:

- Presentation of your city
- Your local context
- The IAP Roadmap timeline (to be prepared in MURAL)
- The IAP Roadmap plan of actions

Below we present each section.

YOUR CITY

In this section you provide a quick overview of your city – a short introduction with visual support – at least one picture best characterizing your city and the visualization of some important data.

This section contains the following elements:

- A good, representative photo of your city
- Simple table of content of your IAP Roadmap
- A short summary introduction of your city – you have limited space here, so keep it short and focus on the essentials.

- 3 boxes dedicated to visual support (it could be data visualization, another picture, or anything else that supports your written information).

In this section you need to present the context of your Integrated Action Plan – in one page you should present where you are at the moment, where you would like to get, who are your stakeholders and how will you work together.

This section contains the following elements:

- **The challenge** – describe here the challenge your city is intended to address. You can use information from the Baseline Study, updated with any relevant new information. Be as specific as possible in presenting the challenge.
- **Your ambition:** what is the change you envision – what would you like to achieve by implementing your Integrated Action Plan. Here again, be as specific as possible, avoid overly general statements.
- **Your stakeholders:** present a list of your local stakeholders – definitely include your ULG members but add other important stakeholders who may not necessarily be members of your ULG.
- **ULG Governance and management:** include here a short description of your ULG governance structure (Open or closed structure, multiple levels, etc. – see the presentation from the first IAP Roadmap session and the relevant URBACT Guide).

Together with the plan of actions this is the core section of your Roadmap – it gives a detailed overview of all activities you plan to deliver in order to design your Integrated Action Plan. It also indicates the links of local activities with transnational activities. You will design your timeline in MURAL. Each city will have a dedicated workspace with a timeline template prepared and pre-populated with URBACT level and transnational activities. You work on your timeline in MURAL (where you can edit and update it any time), and from time to time you can export it and include in your Roadmap document. When you work on your timeline in MURAL, the simplest way to add content to it is to work with sticky notes – and that is perfectly fine. However, as you get more experienced with MURAL, you can also use textboxes, icons, images, etc.

The timeline has 7 parallel rows:

- **Outputs and milestones** – here you can include the most important outputs and milestones of the action planning process (for instance 1st draft of IAP, ULG approval of IAP, etc.) – make sure to include all important milestones here.
- **IAP stage** – in this row the stages of the IAP design process will be included (context, problems, vision, etc.), and you will need to place the icons along the timeline.
- **Local activities** - this is the core of your timeline: what will you do, what methods will you use (and when) during your IAP planning journey. If, for instance, you organise an online survey, or a walkshop, or an ideation session – you all include those in this row.
- **ULG meetings** - here you present your ULG meeting plan.
- **Transnational activities** – this row will be pre-populated with all the transnational activities currently planned.

- **Communication activities** – what communication and awareness-raising activities you will deliver and when locally related to the action planning process.
- **URBACT Programme Activities** – here we include in advance all programme level activities that are already known (workshops, e-University, etc.).

PLAN OF ACTIONS

The last section of your IAP Roadmap is your plan of action, where you can add more details to the activities already included in your timeline. It is a simple table that contains the most important information about your planned actions.

IAP Roadmap – cityname
Plan of Actions 1

Stage	Period	Process / Activities	ULG Role	Resources	Risks
Context					
Problems					
Vision					
Objectives					
Ideas					

P4

IAP Roadmap – cityname
Plan of Actions 2

Stage	Period	Process / Activities	ULG Role	Resources	Risks
Actions					
Test					
Refine					
Draft IAP					

P5

At each IAP stage, the table contains the following information:

- **Period** – when you will implement the activities planned for the given stage.
- **Process / activities** – what specific activities will you deliver; for instance, in the problem analysis stage you may do a statistical analysis, a survey among bicycle users and user interviews among shop owners, and you design a problem tree. Be as specific and detailed as possible.
- **ULG role** – what is the role of the ULG in this stage; for instance, it could be participating in an interactive session to design the problem tree, or to discuss certain draft document versions.
- **Resources** – what resources do you need to deliver the planned activities. (External facilitator for a workshop, special equipment, subscription for an online service, etc.)
- **Risks** – what are the most important risks associated with the activities to be implemented. For instance, shop-owners may hinder temporary closing of a selected street, or personal interviews are not possible due to COVID19 lockdown.

You can design your plan of actions in your PowerPoint file – feel free to expand the rows as you need, but if you do that, you may have to adjust the placement of the icon indicating the stage.

QUICK OVERVIEW OF IAP DESIGN STAGES

In order to help you in designing your IAP Roadmap, in this chapter we provide an overview of the typical milestones and outputs of the action planning stages, as well as the possible tools from the excellent URBACT Toolbox you may use at each stage.

Stage	Description	Typical milestones and outputs	Tools and methods
Context	**Understand your context** • What is your local context? • What are the local needs and priorities? • What are the focus areas? • Who are your stakeholders?	**Shared understanding (within your ULG) of your local context** *URBACT Baseline Study Stakeholder map Stakeholder analysis*	Stakeholder Ecosystem Map Stakeholders Power/Interest Matrix Stakeholder Analysis Table Stakeholder Group Self-assessment
Problems	**Define problems** • What are your specific challenges? • What are the local "user" needs?	**Clear, evidenced, objective problem definition** *Problem statements and definitions Problem tree Documented user stories*	4 Ws 5 Whys Problem Tree

Stage	Description	Typical milestones and outputs	Tools and methods
Vision	**Create your vision** • How will things look / be different? • To be expressed as a future state	**Clearly described vision for the future** *Vision statement* *Visual presentation of your vision*	Newspaper of tomorrow
Objectives	**Define specific objectives** • What success will look like? • How it can be measured?	**Specific objectives with indicators in place** *SMART objectives* *Result indicators* *Initial Results Framework*	Performance in Policy Making
Ideas	**Brainstorm ideas** • Work with your stakeholders • Ideate for solutions, actions • Be open-minded to new ideas	**Wide range of possible ideas for interventions in place** *Outputs from ideation workshops* *List of raw ideas* *Prioritised ideas*	OPERA Problems and solutions table Brainstorming Attractiveness Map Agile Focus Dart Board
Actions	**Design actions** • Identify specific actions • Add details, make actions specific and measurable	**Clear intervention logic and defined set of initial actions in place** *Initial action table*	From Actions to Impacts Game Action table
Test	**Test your solutions** • Design your small-scale actions • Implement them to see what works (and what doesn't)	**SSA designed and implemented** *Documentation and results of tests* *Key learning points* *Proposals for changes*	
Refine	**Refine your actions** • Use experience, data, learnings from the delivery of SSAs • Refine your actions	**Updated set of actions** *Revised action sheets* *Revised intervention logic*	Refining Actions
Draft IAP	**Present all the information collected in your draft IAP**	**First draft of IAP**	Self-assessment of IAP Coherence Checklist

We have already included links to various URBACT guidance documents, tools and other resources that may be useful – here is a summary list of your most important resources.

- *GUIDE TO ACTION PLANNING NETWORKS – PHASE2*
- *URBACT GUIDELINES FOR CO-PRODUCING AN INTEGRATED ACTION PLAN*
- *IAP ROADMAP URBACT GUIDANCE*
- SETTING UP AND RUNNING A MULTI-STAKEHOLDER GROUP
- URBACT TOOLBOX
- URBACT e-UNIVERSITY resources
- THRIVING STREETS BASELINE STUDY

Thriving Streets *Integrated Action Plan Guide* and template

Introduction – what is this document

This Thriving Streets IAP Quick Guide is a brief, practical document providing „at a glance" information to partners and suggests a possible template they could use to elaborate their IAP. The information in this Quick Guide is based on various official URBACT guides and presentations. t provides concise information – but it does not replace the official URBACT guides. Reviewing those guides during the planning process is highly recommended. As the action planning process (in line with the IAP roadmaps) was supposed to be started early this year, this quick guide is focusing less on the process and more on the output itself.

It contains the following main elements:

- a short recap on IAP definition;
- a summary of the action planning process (as a reminder) and an overview of what's still ahead of us;
- a summary table of key IAP requirements (from the relevant URBACT IAP Guidelines document);
- a summary table of main chapters, with short description and proposed number of pages.
- a possible template of the internal content (without cover page and table of contents), complete with suggested tables. (It is also made available in MS Word format.)

What is an IAP?

Integrated action plans are the main local level outputs for all participating cities in Phase 2 of action planning networks. The plans are supposed to be co-produced with local stakeholders to design a concrete and coherent set of actions to address the local policy challenge.

While preparing the IAP, cities should apply:

- **Integrated approach** – tackling different policy areas and governance levels at the same time
- **Participative approach** – involving all relevant local stakeholders in the action planning process.

The Integrated Action Plan needs to be prepared in English. However, since the IAP is a local document developed together with the URBACT Local Group, either the

entire IAP – or at least a detailed summary of it – need to be made available in the native language of the partner cities.

The IAP is supposed to be a concise, pragmatic document - according to the relevant URBACT Guide somewhere between 15 and 25 pages.

Reminder: the action planning process

What's still ahead of us?

Ideally, now you should be in the process of *drafting* your IAP document.

Planned timeline:

- Drafting the IAP document; final draft ready for peer review should be completed **by 26 November**, as latest.
- IAP Peer Review Session will take place on **December 1**
- Following the peer review session you will have time to revise your IAP based on the comments from your peers **until December 13,** when our final IAP session takes place.
- You have between December 13 and Christmas to make you finishing touches and **submit your IAP by 31 December 2021**

Summary table of main chapters

Chapter number	Title	Short description	Approx. length
Cover Page			
Table of Contents			
1.	Context and Process		
1.1	*City Context*	Statistical and referenced evidence to present the overall city context. This part could build on and update the relevant part from the Baseline Study.	1-2
1.2	*Presentation of the intervention area and key challenges*		
1.2.1	The intervention area	All Thriving Streets partners work with a specific geographic area of the city. In this chapter present this area (short description, key characteristics, map, etc.),	1
1.2.2	Summary of key challenges	Describe and analyse the specific problems, challenges you are facing in the area and intend to tackle with the action plan. Present the relevant institutional context, existing policies and initiatives (what has been done so far)	1-2
1.3	*Focus and Vision*		
1.3.1	Focus of the Action Plan	Briefly present the focus of the IAP and describe your aspirations. Justify why it is important, refer to inputs from ULG members / stakeholders. Present briefly how participating in the URBACT network / transnational exchange informed your choice.	0,5-1
1.3.2	Vision	Describe where you want to be as a result of the interventions - present your vision. Show how things will look / be different.	0,5-1
1.4	*Description of the planning process*		
1.4.1	Presentation of the ULG	Present the composition of your ULG, briefly justifying your choices.	1
1.4.2	The planning process	Provide a summary description of the key steps in your planning process, also showing the involvement of stakeholders / ULG members	0,5-1

1.4.3	Role and impact of transnational learning	Briefly present the role of transnational exchange (transnational meetings, learning events, discussions, peer reviews, etc.) in the design of your IAP.	0,5-1
1.4.4	SSA implementation and key learnings	Describe your small-scale action, why it was selected, what are the experiences of delivery and how it informed your strategy / planned interventions	0,5-1
2.		**Action Plan**	
2.1	Specific objectives and strategy	Identify a small number of specific objectives that meet the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) that contribute towards your vision. Present your specific objectives in the proposed table. Briefly describe your strategy – HOW you plan to achieve your objectives.	1-2
2.2	Proposed actions	Describe the actions that will contribute to your specific objectives. Break down your actions into activities / projects. (Use the action table and detailed action sheet in the template)	5-10 (as many as needed)
2.3	Summary Gannt chart	Present the timing of your actions visually in a summary Gannt chart.	1
3.		**Implementation framework**	
3.1	Framework for the delivery of the IAP	Present the governance model for implementation during and after the URBACT support, including specific responsibilities of stakeholders	1-2
3.2	Resourcing and funding	Describe here the potential sources funding (EU, national and local). Also mention the other types of resources you may need during implementation)	1-2
3.3	Monitoring framework	In this chapter you need to describe the framework – including roles and responsibilities, reporting – that ensures tracking progress during delivery.	0,5-1
3.4	Overview and analysis of risks	A simple description and analysis of risks together with mitigation steps, using the table in the template.	1
		Annexes	
		Total number of pages	17-30

Notes to the table

- This is an indicative structure prepared based on the URBACT IAP Guidelines. Review it and tailor it to your specific needs, if necessary. You need to cover all the elements that are included in the structure, but you can add other elements, subchapters.
- The length of the individual chapters (and the whole document) is indicative – if you need more space to properly describe something, feel free to dedicate more space to the given chapter.
- However… keep in mind that the IAP is supposed to be a pragmatic working document. For that reason, make its content as specific as possible, avoid useless general statements, and keep it concise, focused.

The proposed IAP template

1. Context and Process

1.1. City Context

1.2. Presentation of the intervention area and key challenges

1.2.1. The intervention area

1.2.2. Summary of key challenges

1.3. Focus and Vision

1.3.1. Focus

1.3.2. Vision

1.4. Description of the planning process

1.4.1. Presentation of the ULG

1.4.2. The planning process

1.4.3. Role and impact of transnational learning

1.4.4. SSA implementation and key learnings

2. Action Plan

2.1. Specific objectives and strategy

Summary table of specific objectives

Specific objective	Result indicator	Baseline value	Target value	Source of information
SO1				
SO2				
SO3				

2.2. Proposed actions

Action tables

Specific objective	SO1		
Action	Necessary resources	Responsible body and partners	Timescale (From-to)
Action 1			
Action 2			
Action 3			
Add rows as necessary			

Add tables as necessary

2.3. Summary Gannt Chart

3. Implementation framework

3.1. Framework for the delivery of the IAP

3.2. Resourcing and funding

3.3. Monitoring framework

3.4. Overview and analysis of risks

Risk assessment table

RISK	PROBABILITY[1]	IMPACT[2]	MITIGATION PLAN

1;2

High
Medium
Low

Small-scale Action Quick Guide

Thriving Streets

Background

What is a Small-Scale Action?

Definition

"A Small Scale Action is experimentation. It is an idea or a concept, perhaps already tried in another city, which can be tested to check the relevance, feasibility and added value of its implementation in different local contexts."

Small-scale actions are limited in time, scale, space and budget.

"It is important to understand that if a small scale action does not achieve the desired results, this should not be seen as a failure. It is a valuable lesson for the city to refine the actions or even abandon them if considered appropriate."

WHY?

You may have an idea, but often you cannot be sure it works and delivers the expected results until you try it. Normally, there's a gap between an idea – and a fully developed, implemented action or project. The Small-scale Action can be your testbed to figure out whether an idea can become a real solution.

"You should always remember to link your action to the local level and to use them as a tool to confirm the usefulness as well as to evaluate possible risks of specific actions to be defined in respective IAPs. Keep in mind that the Integrated Action Plan is your ultimate goal and SSA are to be used to test ideas for actions which may appear in the IAP."

Some rules

- Implementing small-scale actions is not mandatory.

- 10.000 EUR may be allocated for SSAs – this cannot be exceeded or exchanged between partners, but the amount may be distributed among more SSAs.

- No infrastructure development can be financed.

- All SSAs must be completed by 31 December 2021, so that the lesson could be taken into account in the draft IAP.

The general logic behind small-scale actions

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Establish your hypothesis  →  Test  →  Measure results & learn
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- Adapt
- Upscale
- Reject
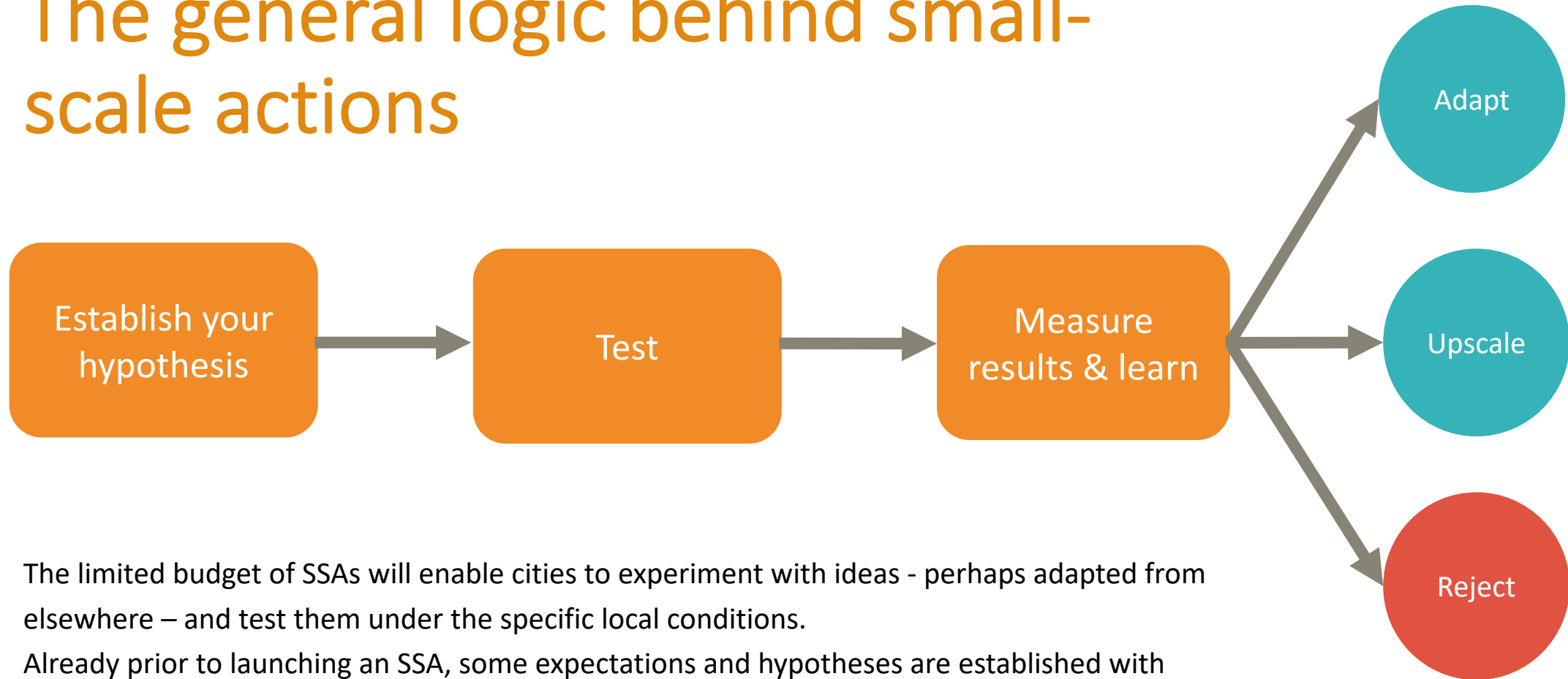
The limited budget of SSAs will enable cities to experiment with ideas - perhaps adapted from elsewhere – and test them under the specific local conditions.

Already prior to launching an SSA, some expectations and hypotheses are established with regard to the outcomes and results of the intervention. After testing the idea, it is important to evaluate and distil the most important lessons. Depending on the results of this evaluation, cities may decide to either adapt, upscale or reject the given intervention to be included in the IAP.

Main steps of the process

Design

Design your SSAs using the simple template provided in this Guide. Identify the challenge, the expected results, the hypothesis and other key attributes of the intervention.

Deliver & Document

Deliver your planned intervention(s). In the course of delivery, make sure to collect information, speak to people and observe their reactions. Don't forget to document: record notes, interesting quotes, take photos and even short videos. They'll come handy later.

Evaluate

Following delivery, make sure to set aside some time to evaluate the test results. Are the results what you have expected? Have your hypotheses been confirmed? What are the most important lessons? Can you include the interventions tested in your IAP as they are or you need to make changes?

Consider findings in draft IAP

The last step of the process is integrating your findings in your draft IAP.
As shown in the previous page, based on the outcomes of your evaluation you may decide to adapt your interventions slightly, upscale them – but you can also reject to include them.

SSA Template

City name

Title of the SSA

Insert here your city logo

Insert here a picture showing the place where your intervention will take place if it is a specific physical space, or choose a picture that is representative of the character of your intervention.

Challenge to address

What is the specific Thriving Streets challenge you are trying to address with this experiment?

Expected outcomes/ results

What do you try to achieve? What are your initial hopes and expectations? What is the hypothesis you are trying to prove?

Short description

Provide a short overall description of your intervention.

Activity Plan

Activity	Short description	Expected output	Timing

SSA Assessment Template

City name

Title of the SSA

Assessment

Insert here your city logo

If possible, insert here a picture showing the change (for instance a place after the intervention), or your SSA in progress (for instance a temporary street closure, or a results of a co-creation process, etc.)

The Challenge

What was the specific Thriving Streets challenge you were trying to address with this experiment?

You can simply copy here the text from the SSA template – or, if your understanding of the challenge has changed slightly in the process of delivering your SSA, you can modify your description accordingly.

What did you do?

Short summary description of your intervention. You can probably give a better, more detailed description than in the planning phase.

Expected vs. actual outcomes, results

Compare your original expectations / objectives,/ hypothesis here with the actual results and outcomes of your SSA.

For instance "originally we thought that the shop-keepers will be negative towards the experimental placemaking actions in the main square, but actually they were interested and supportive"

Be as specific as possible, highlight all the differences.

A picture can tell a thousand words. Use this place to show visuals – photos showing the different phases of your experiment. If your photos need explanation, add also image captions – short notes.

You can add here quotes from your stakeholders / residents / participants involved in the experiment. If necessary, you can add more slides.

Key learnings

What lessons did you learn from the implementation of the SSA? In this part try to capture as many learnings as possible. Don't just include large-scale learnings – small details could be also important for you and your peers. Present here also the risks you may have identified.

Implications for the IAP

Remember: you need to link your action to the local level and to use them as a tool to confirm the usefulness as well as to evaluate possible risks of specific actions to be defined in respective IAPs.

So, in this section you need to describe what are the implications for your IAP? Will you scale up and include in the IAP? What will you do differently? How would you eliminate or diminish risks you may have identified?

As SSAs are about experimenting, you may also conclude not to include certain interventions – if that's the case, you need to say so.

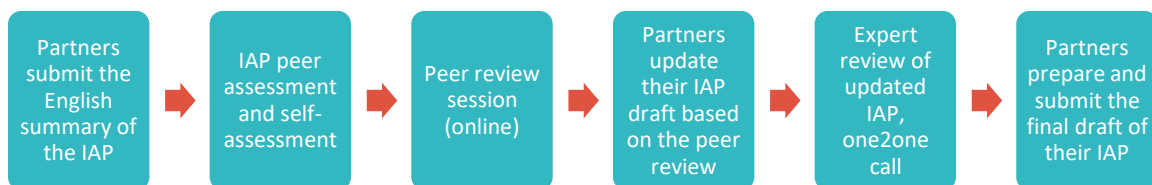# IAP Peer Review
Quick Guide

Table of Contents

1.Introduction, overview of the process

URBACT APN partners are expected to submit the final draft of their Integrated Action Plan by 31st December 2021. To support the action planning, networks organize a structured peer review process, during which partners can provide feedback to each other. In this Guide we present the Thriving Streets peer review process and methodology.

The figure below provides an overview of the main steps of the process.

Partners submit the English summary of the IAP	→	IAP peer assessment and self-assessment	→	Peer review session (online)	→	Partners update their IAP draft based on the peer review	→	Expert review of updated IAP, one2one call	→	Partners prepare and submit the final draft of their IAP

In the following chapter we explain the content of each step in more details.

2. Steps in the peer review process

## 2.1. Partners submit the English summary of their IAP
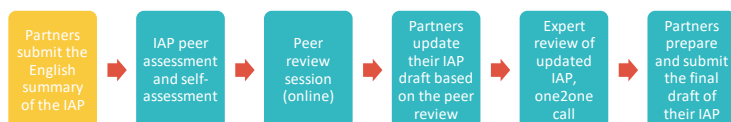
The IAPs are probably being prepared on the native language of the relevant partner, so that the stakeholders can actively participate in the planning process. By December 31st the final draft needs to be submitted in English (full translation).

For the sake of the peer review, however, the most important content elements – a summary of the draft IAP in English – needs to be made available for peers to be able to review and assess it. The summary needs to be prepared using the template sent to partners earlier.

Each partner was required to complete AND submit (send to Patrizia, Germana and Béla) the English summary by 6 December 2021, 16:00 as latest. It is important to keep this deadline to provide partners sufficient time to review and assess the draft IAP.

2.2. IAP peer assessment and self-assessment
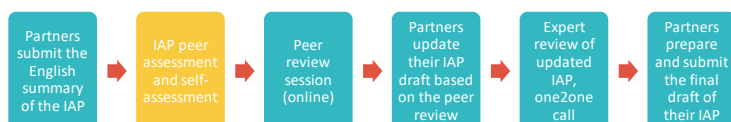
Partners have been allocated to peer groups, each peer group incorporating 3 partners. The 3 peer groups are as follows:

| Peer group 1	Peer group 2	Peer group 3
• Santo Tirso • Igoumenitsa • Parma	• Klaipeda • Oradea • Nova Gorica	• Southwark • Antwerp • Debrecen

In this step, partners are required to:
- self-assess their own IAP draft
- assess the draft IAP of the 2 other cities being in the same peer group.

Both the self-assessment and the peer assessment will be done using the same set of assessment criteria attached to this Guide as Annex1. Be honest and strict in the assessment – that's how you help your peers best!

It is *CRUCIAL* that partners do the self-assessment and the assessment of their 2 peer cities until the date of the peer review session (see next step), and "bring" the filled-in assessment sheets with them to the session.

2.3. Peer review session
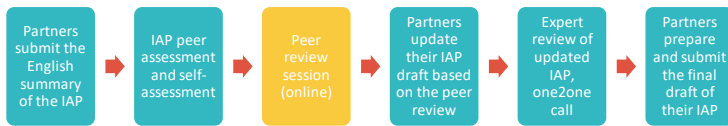
The peer review session is an online workshop that takes place on the 10th of December 2021, between 10:00 CET and 14:00 CET.

The session will have the following main elements:

- *Introduction, presentation of the process, questions* (approx. 30 minutes)
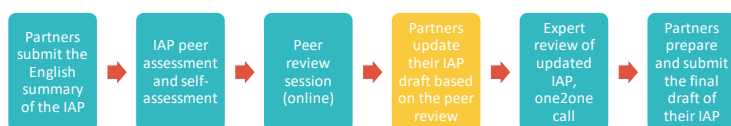- *Peer review workshop* (approx. 90 minutes)
  Partners will be allocated to breakout rooms – partners in the same peer group will be in the same breakout room. During the workshop, they jointly discuss the draft IAPs one-by-one. The peer review *of one draft IAP* consists of the following steps:
  - o "Comparing notes" – partners together review the outcomes of the 3 assessments (1 self-assessment and 2 peer assessments) of the same IAP, highlight and discuss differences, ask clarification questions, and make recommendations.
  - o "Interrogation" of the relevant partners – the peers then ask further questions to understand other aspects of the IAP reviewed that is not yet described in the summary but need to be covered in the final version.
  - o Joint preparation of "to-do list" – last but not least, the peers prepare together a "to-do list" – a list of improvements and additions (based on the previous discussions) that the relevant partner needs to do to finalize its draft IAP.

  The same process is repeated for the 2 other partners in the peer group.
- *Feedback, closing plenary session* (approx. 30-60 minutes)
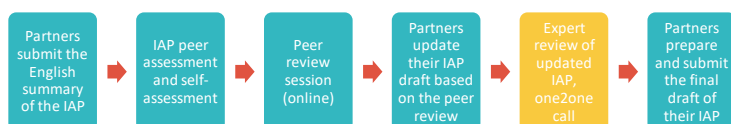 After the peer review workshop participants return to the plenary session, where all 3 peer groups summarize the most important lessons and conclusions, then the next steps are discussed.

2.4. Partners update their IAP draft

Partners submit the English summary of the IAP → IAP peer assessment and self-assessment → Peer review session (online) → Partners update their IAP draft based on the peer review → Expert review of updated IAP, one2one call → Partners prepare and submit the final draft of their IAP

Following the peer review session partners continue working on their integrated action plan, relying also on the feedback from their peers, summarized in their to-do list. Given the very tight schedule, partners preferably complete the final draft of their IAP (in English) by the 17th of December 2021 to allow for a quick round of expert review, feedback, and final touches before submission.

2.5. Expert review of updated IAPs

Partners submit the English summary of the IAP → IAP peer assessment and self-assessment → Peer review session (online) → Partners update their IAP draft based on the peer review → Expert review of updated IAP, one2one call → Partners prepare and submit the final draft of their IAP

Once completed, the draft IAPs are sent to Patrizia, Germana and Béla, who distribute the documents among them for review. This way each of them will review 3 draft IAPs. Following the review, they provide feedback to the relevant partners either in writing or (if requested by the relevant partner) during a one2one call.

2.6. Submitting the final draft of the IAP to URBACT

After the expert feedback, partners can incorporate the recommended (hopefully minor) changes, finalize their (English) draft IAP and submit it to URBACT Secretariat. This needs to be done by 31 December 2021 as latest. This should be a version that contains all chapters properly elaborated – it is not acceptable if the submitted version only contains chapter titles and one or two sentences under each title!
Since the IAP is a working, living document, it will be possible to make small changes, amendments, to add further details after this deadline, but major changes cannot be done anymore.

Annexes

Annex 1: The self- and peer assessment sheet

Use this sheet to self-evaluate your own IAP draft and the IAP drafts of the partners in your peer group. Multiply as necessary.

City:	(write here the name of the city whose IAP is assessed)		
Reviewer:	(write here the name of the person and her/his city)		
Criteria	**Explanation**	**Score (1-5)**	**Comment / recommendation**
Intervention logic, action plan			
Challenges, problem analysis	Challenges are identified (1), problems and their interrelations, causes and effects are presented (3), supported by evidence (5)		Write in this column your written comments justifying the score and your specific recommendations for improvement.
Vision	The IAP presents a clear vision (3), that is relevant to the problems and challenges (5)		
Focus	The IAP has a clear thematic (1) and geographical focus (3), in line with the problem analysis (5)		
Objectives	The IAP presents clear specific objectives (1) that address the problems identified (3), are concrete and measurable (5)		
Result indicators	Result indicators are defined (1), they are relevant to the linked objectives (3), have baseline and target values (5)		
Actions	Specific actions are identified (1), they contribute towards the objectives (3) and are properly detailed, realistic (5)		
Hard and soft investments	There is a balance of hard and soft investments in the action plan (3), the hard and soft investments complement each other (5)		
Planning process			

Description of the planning process	The description of the process is clear (1), properly detailed (3) and reflects the application of participative and integrated approach (5)		
Stakeholder involvement	The stakeholder involvement is presented (1), reflects real, active participation of stakeholders (3), also beyond the ULG (5)		
Small-scale action(s)	Small-scale action(s) are presented (1), they are relevant to the challenges (3); it is shown how they informed the action plan (5)		
Total scores:		**/50**	
Other, general comments:			

Annex 2: "Interrogation" questions for the peer review

- How did you incorporate in the planning the learnings, practices, ideas, inspirations from transnational exchange and learning? How will you present it in your IAP?
- Integration:
    - How do you ensure policy integration? Have you considered all 3 pillars of sustainable urban development (economic, social and environmental?) How?
    - How did you ensure horizontal integration? Did you consult all relevant other departments with your municipality?
    - How do you ensure territorial integration? Have you considered the impacts of your planned interventions on other neighbourhoods / the city as a whole / neighbouring cities (if relevant)?
    - Have you considered vertical integration? Did you involved / consulted with the relevant regional and national level administrations?
- Have you considered the equality aspects (gender, age, disability, etc) of your planned actions? How?