Interreg Baltic Sea Region
Co-funded by the European Union
SMART GREEN MOBILITY
BATS

BATS

Welcome to:

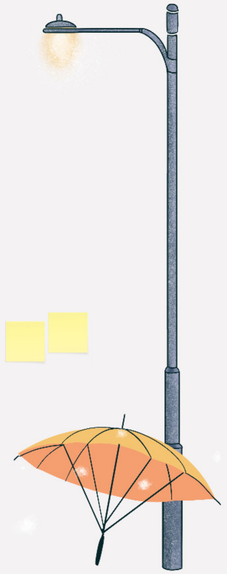
Diagnostics and Interventions Toolkit



Use this toolkit to turn a challenge around year-round walking and cycling into a practical plan for action.

Choose the route that fits your time and ambition, then use the canvases to define your objective, understand who you are designing for, develop ideas and plan how to move them forward.

- **Choose your route** to get started with the process that fits your needs.
- **Work through the linked canvases** using sticky notes in Miro or on paper.
- **Need help with Miro?** Open **Miro Basics** for the few functions you need.
- **Finish with Canvas 08** to capture your decisions, learning and next steps



1. Solo Sprint guide

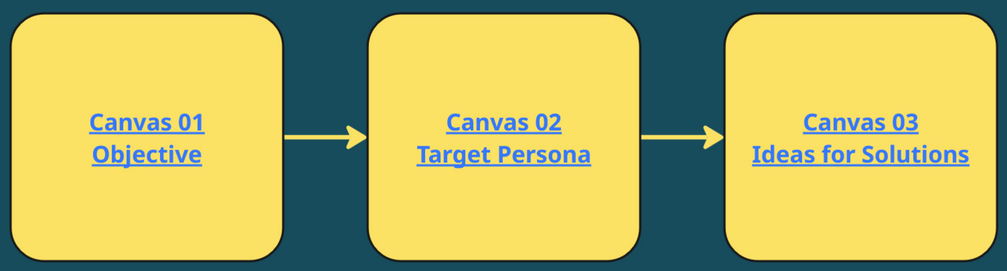
Start alone. Quick and dirty beats nothing.

For: Individuals taking the first step
Time: 30–45 minutes
Goal: Learn by doing. Start small and create something to build on.

Steps:

1. **Pick one challenge** (e.g., “Increase winter cycling in suburbs”).
2. **Use** Canvas 01 to sketch the objective, stakeholders, and barriers.
3. **Create one persona** in Canvas 02 based on assumptions (e.g., "parent with small kids").
4. **Identify 1–2 barriers** to active mobility and jot down a few ideas in Canvas 03.
5. **Share it with a colleague** or bring it to your next meeting.

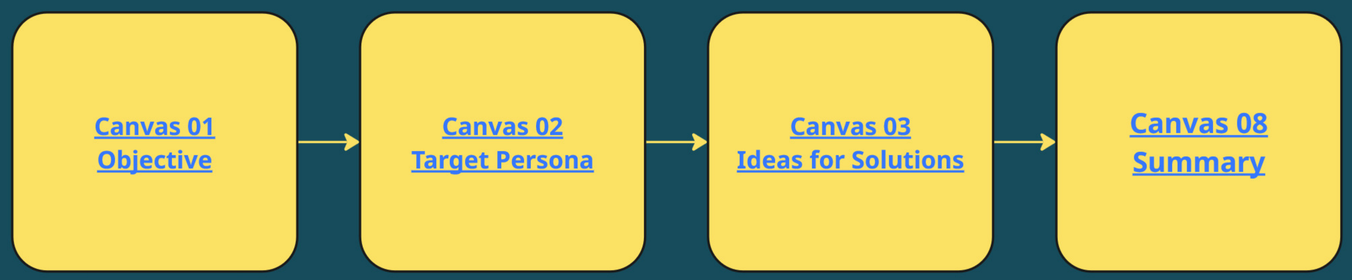
You don’t need permission to start. You need curiosity.



2. Starter Workshop guide

Run a 2-hour face-to-face session with printouts — citizen interviews are not mandatory.

For: Municipal teams (3–8 people), cross-department
Time: 2 hours
Goal: Shared understanding and actionable ideas
Format: Face-to-face with printed canvases is preferred, but online, using Miro and video meeting is good as well.



Starter Workshop

Facilitator Guidance:

- No prior design and facilitation experience needed! Use canvases as a script.
- Choose between face-to-face and online workshop. Hybrid is harder.

When running a face-to-face workshop

- **Print Canvases 01, 02, 03 + 08** on large (A3/A2/A1) paper
- Prepare sticky notes, colored pens, and a timer.

Remote workshop using Miro:

- Prepare Miro board, make sure all participants have access

Tips if your group gets stuck:

- Use example personas like “commuter parent,” “elderly pedestrian,” or “student in a snowy suburb.”
- If ideation slows down, use prompts like “What would Copenhagen do?” or “What if we had no cars for a day?”
- Encourage sketching or drawing ideas to spark new thinking.

📸 Documentation tip: Take photos of canvases or collect summaries digitally. Helps with continuity and reporting.

🧭 Note: The Starter Workshop covers **Canvases 01 to 03**. The later canvases (04 to 07) are better suited for follow-up or deeper planning sessions.

Agenda:

0–10 min — Welcome & framing

- Introduce goal (e.g., “improve active mobility during winter”)

10–35 min — Canvas 01: Objective

- Fill in objective, stakeholders, barriers, political conditions

35–65 min — Canvas 02: Persona

- Split into 2 groups, each creates 1 assumed persona
- Identify top 1–2 barriers per persona

65–95 min — Canvas 03: Idea Generation

- Brainstorm at least 10 ideas per group, then share
- Sticky vote on best ones

95–110 min — Wrap-up & Canvas 08: Summary & Action Plan

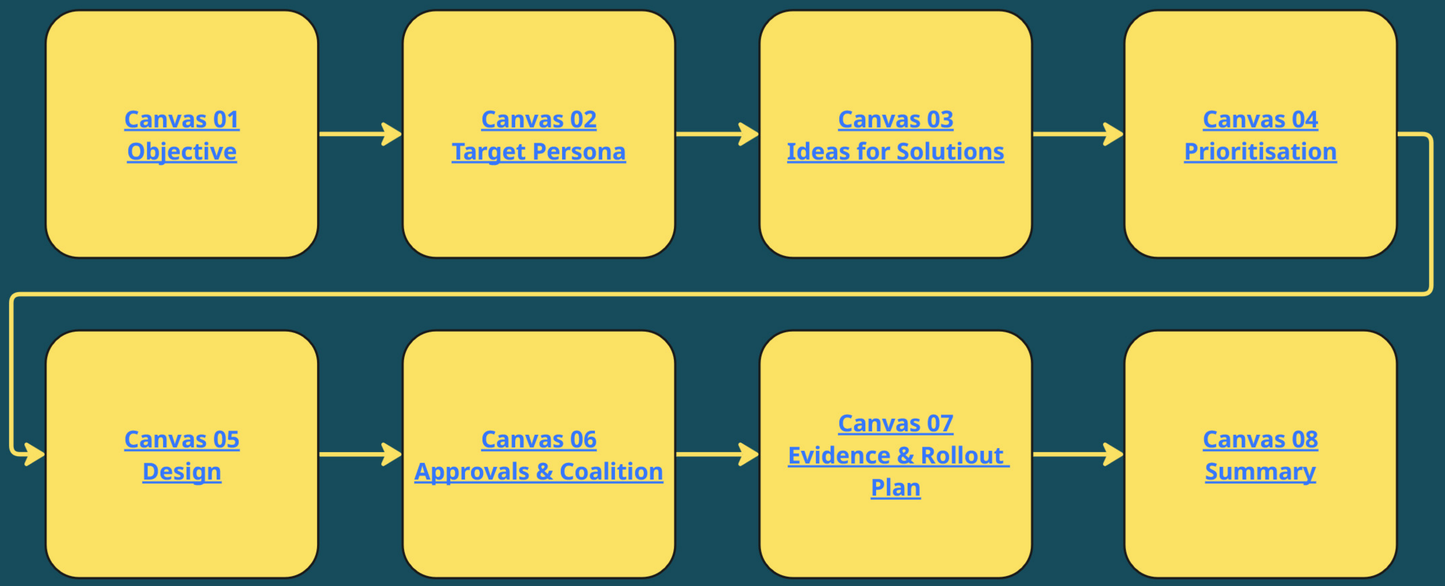
- Pick 1–2 ideas to explore further
- Assign follow-ups and responsibilities

Fill in **Canvas 08** together: summarise the objective, personas, key problems, selected solutions, and who does what next

3. Deep Dive Process

Structured process with data, interviews, and co-creation.

For: Cities ready to drive meaningful change
Time: 3–5 weeks (4 sessions + prep)
Goal: Evidence-based solutions with real support



BATS Diagnostics and Interventions Toolkit

Deep Dive Process

Prep Phase (Week 0–1):

Timeline tip: Plan one workshop per week over 4–5 weeks to give space for coordination, analysis, and communication. *Keep track:* Use a shared folder or log to capture summaries of interviews, pictures of completed canvases, and stakeholder notes. **Who:** Project lead + 1–2 allies

Steps:

1. **Define your strategic objective** (Canvas 01)
   - E.g. "+20% year-round cycling by 2027"
2. **Engage senior decision-makers**
   - Heads of planning, mobility, environment
   - Use Canvas 06 to map influence and strategy fit
3. **Map stakeholders**
   - Include maintenance, schools, cyclists, etc.
4. **Gather data sources**
   - Travel surveys, cycling counters, heatmaps
5. **Interview 5–10 representative users**
   - Parents, seniors, students
   - 20 min per person; focus on habits and barriers

Workshop Sessions

🔁 *Canvases are iterative.* You can revisit and update them as your understanding improves — especially after interviews, pilots, or feedback from stakeholders.

Session 1: Understanding the Problem (2 hrs)

- Revisit Canvas 01 (updated with prep findings)
- Use Canvas 02 to create evidence-based personas
- Identify problems worth solving

Session 2: Ideation & Prioritisation (2 hrs)

- Canvas 03: Generate 10+ ideas per problem
- Canvas 04: Evaluate based on impact, effort, cost
- Select top 1–3 ideas for development

Session 3: Design a Solution (2 hrs)

- Canvas 05: Describe the solution, costs, effects, and assumptions for each of the ideas.
- Identify unknowns and what needs testing

Session 4: Action Plan & Advocacy (2 hrs)

- Canvas 06: Plan on building a coalition and understanding the decision-making process
- Canvas 07: Plan who does what
- Define influence strategy, timing, communications
- Begin preparing pitch or funding materials

End with a feasible concept, buy-in, and a path to impact.

📋 Canvas 08: Summary & Action Plan

Use this final canvas to consolidate key outcomes and next steps. It works as a deliverable for sharing, reflection, or planning follow-ups.

Sections to fill:

- **Objective:** What we're aiming to achieve
- **Key Personas:** Who we focused on and what matters to them
- **High-Priority Problems:** Validated barriers
- **Selected Solutions:** What ideas we're pursuing
- **Lessons Learned:** Surprises and insights
- **Action Plan:** Who does what, by when
- **Decision & Communication Points:** Who else needs to be informed or involved

This canvas is especially useful at the end of both the **Starter Workshop** and the **Deep Dive Process**.

01 Objective

START

1 – What is our objective?

Welcome!
This set of eight *canvases* helps your team turn a city goal for biking and walking into a practical, people-centered plan.

We start here with the **objective**—pick one ambition to align on (long-term or near-term) and be clear **why** it matters for your city and people. Write one sentence for the objective and how you'll know you're on track—then the next canvases guide how to get there.

For example "20% modal share of cycling in our city by 2035."

2 – Link to our strategy

Is the objective part of your **city strategy or program**? What are the related national or EU-level objectives? Any **conflicts**?

E.g. Cycling modal share increase in city strategy 2025-29 (Goal 4.2). Cycling Program was approved by council in 06/2025.

Use sticky notes to document your ideas.

3 – Why is this important?

Why do we want to achieve the objective? Connect to outcomes like safety, access, health, climate, equity. Add one number if possible.

E.g. Everyday cycling helps residents reach the 150 min/week physical-activity guideline and gives low-cost, door-to-door access to jobs, schools, and services.

4 – Politics & decision-making

Do we have full support for the objective? What new decisions are needed? What are the political challenges?

\+

E.g. Strategy 2025-2029 (Action 4.2) aligned with objective,

−

E.g. Limited budget, some councillor skepticism

5 – Who needs to be on board?

Think of planning, influence, decision-making, implementation and maintenance. List decision-makers and sponsors, delivery teams and partners. (We will focus on the personas on the next canvas.)

E.g. streets/traffic, winter maintenance, schools/parent groups, NGOs/cycling & walking orgs, local businesses, disability/user reps, community voices/local creators, ...

6 – What does success look like?

Sketch **3–5 indicators** and rough targets for **3 months / 1 year / 5–10 years**. Keep it practical & check our Monitoring guide for inspiration.

E.g. +20% more cycling in winter 2026–2027. Positive citizen feedback in mobility survey.



7 – Risks, restrictions, barriers

List the things that could slow or limit the objective. No solutions here—just the constraints to keep expectations realistic.

E.g.budget caps, winter maintenance capacity, permits/regulations, interdepartmental coordination, public/political sentiment



02 Target Persona

START

1. Who are we designing for?

Pick one specific target persona (e.g. student, single mother, delivery rider, seasonal commuter), not everyone. Name the archetype and keep it concrete. Fill in several copies if you want to have more personas. **Empathise** fast using what you already have—brief **conversations**, past **surveys**, and operational **data**—then sanity-check with a short **field observation**. Treat anything unverified as an assumption.

Description

Describe **who this persona** represents and **where they go**: age/life stage, family situation, where they live, and the places they travel to most.

Use again sticky notes to fill in the canvas.

How do they move around now?

What **transport modes** do they typically use and when? For which types of trips? Understanding their behaviour helps find barriers and opportunities.

E.g. Mostly using car for commuting. Bike occasionally in summer. 70% of trips are under 5 km.

Needs and Goals of these people

Emotional (motivation) and social
How should the trip feel and fit their life?

E.g. confident in the dark, warm/dry enough, proud to bike with kids

Practical / material
What must the trip deliver?

E.g. Reliable ≤20-min door-to-door travel time to work. 200€ monthly travel budget.

Name of the persona: .....

E.g. Bike-friendly parent, bike commuter, university student, ...

2. Supporting factors today (+)

What currently supports them in using active mobility? These are “bright spots” you might want to amplify.

E.g. Great scenery on my route to work. The riverside path is plowed by 6:30—I can rely on it. Kids enjoy the ride; it’s our morning time.

3. Challenges and barriers (–)

List blockers in the user’s words—no solutions. Consider e.g. time, family, infrastructure, weather, social norms.

E.g. Colleagues expect me to drive to meetings. My teen won’t bike after dark. Groceries plus a kid are too much to carry.

4. Touchpoints

Where and when can we influence this profile? Note **moments & channels**.

E.g. school newsletter, route planner, workplace intranet, local creators.

5. Summary / slogan

One sentence in the person’s voice that captures their desire.

E.g. “Ride to work this winter just like I used to do when I was young.”
“Safe routes for kids to school”

Justify the focus on this persona. State why it matters now (size, safety, risk, benefits, equity gap), and name 1–2 groups this choice leaves out and who you’ll consider next.

6. Problem to focus on

Choose one essential problem to which the solution would advance the Objective the most.

E.g. Sidewalk at the bus stop stays slushy after plows, making boarding unsafe. Bridge ramp is dark and ices over before 6:00.

Ready to move on?

- [ ] Persona is named and makes sense for the objective
- [ ] Goals and mobility habits are described
- [ ] One problem is identified for Canvas 03

03 Ideas for Solutions

3. Idea Generation

List 10–20 ideas — quantity over quality. Don't censor yourself. Go for big, small, boring, wild, cheap, expensive. Let one idea lead to another. Use the group's diversity. Aim for energy, not polish. One idea per sticky note.

How might we...

Frame the problem as an opportunity. Instead of asking "Why don't they bike in winter?", say: "How might we help parents do school drop-off by bike on icy mornings?" This opens the door to solutions — even unexpected ones.

Borrow and adapt!

Get inspired by cities like Oulu, Copenhagen, Amsterdam or check out the BATS project partner interventions and pilots:
LINK Factsheets cities
You don't need to reinvent the wheel. What has worked in other places? How might it be adapted to your context?

...winter operations & maintenance?

START

1. Problem in one sentence

Pick one problem from **Canvas 02** to focus on now.

2. Root cause analysis

Explore why the problem exists — go deeper than the surface. Ask 'Why?' 3 times to get past symptoms. Stop when you reach causes you can act on.

Why?

Why?

Why?

After the analysis, refine the problem statement if needed.

... services and parking?

...behaviour, motivation & communications?

...network & physical conditions?

...amplify existing "bright spots"?



Ready to move on?

- [ ] One problem selected
- [ ] 10 solution ideas written
- [ ] 2 ideas borrowed
- [+] Ideas are grouped or themed if time allows

04 Prioritisation

1. Review your ideas on the grid.

Spread ideas from Canvas 03 on the grid (impact vs effort). You can start with the low-hanging fruits and work your way up to the "high impact" solutions. We're not committing to delivery, so you can dream big! Selected ideas move to detailed design on Canvases 05–07.

High Impact

Does this idea have **high or low impact potential** to get people walking and biking all year?
If you need help to determine the impact, check out our monitoring guide.

Big change can be achived here!

Easy, low hanging fruits are here.
It is ok, to start with these,

Low Impact

Hard / €€€€€

Effort to Implement

How **hard and expensive** is this to do now (budget, approvals, staff, operations, risk, acceptability).

Easy / €

2. Choose 1–3 ideas to take to Canvas 05



Ready to move on?

- [ ] At least 10 ideas considered
- [ ] We talked about impact AND effort
- [ ] 1–3 ideas selected for detailed design (Canvases 05–07)

05 Design

On Canvases 05-07 we will focus on one solution idea you selected on Canvas 04.

1. Design a Solution

Select one idea from Canvas 04. Give it a name and describe it.

Idea from
Canvas 04

Repeat this for the remaining ideas by filling several copies of this canvas - this is a good time to challenge your original idea.

Description:

E.g. Priority winter route – Riverside: maintain 3.2 km to Level A by 6:30, lit and signed, serving East School commuters Nov–Mar.

Target persona's (Canvas 02) pain to solve:

One line linking to their top need/goal to make sure we solve someone's real pain.

Why this supports the objective (Canvas 01):

E.g. expects +15% winter trips on this corridor

2. Breakdown and costs

What does the solution consist of? Make a rough list. Do not forget maintenance and ownership.

Cost approximation (€)

Investment: _____€

Maintenance: _____€/year

3. Direct effects

What changes **immediately** for people and operations once this is in place? List **3–5 direct effects**, ideally with a number and timeframe.

4. Tried before?

Top risk (why it could fail here):

Tried here before? What happened:

Elsewhere? city + what they did → outcome

5. What we don't know yet?

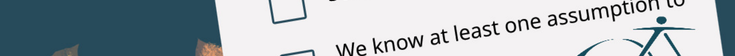
List your key assumptions. What needs to be tested before full rollout? What might break this idea?

E.g. “Ops can deliver the intervention daily within existing shifts (no overtime).”
“If we run a 2-week pilot, we’ll detect a ≥15% change on the chosen metric.”

6. Side-effects

What else might happen—good or bad? List 3–4 likely effects in neutral language.

E.g. Driver detours, light spill to homes, narrowed pedestrian space, more independent kid mobility



7. Decision — pick one next step

Sum up **benefits vs. costs/risks/side-effects** and the political fit.
Choose one **next step** based on what we learned here.

☐ **Proceed → Canvas 06–07**
The solution supports the objective for this persona, and costs/side-effects look acceptable.

☐ **Park & switch idea → Canvas 04**
Impact too low vs. effort, or better candidates exist.

☐ **Refine objective/persona→ Canvas 01–02**
We learned something essential that changes **what success is** or **who it’s for**.

06 Approvals & Coalition

1. Approval & Coalition

With the selected solution (from Canvas 05), map the **approval path** and **build the coalition**. List the **Owner** and **Approver(s)**, then place stakeholders on the Influence × Support map. It is important to plan the **Framing** of your idea in form of messages to these key people.

Solution from **Canvas 05**

Owner: .....

Accountable lead; drives the initiative (e.g. pilot). If you're filling this but aren't the owner, write the actual owner here.

Approver(s): .....

Decision authority; must say "yes" to start/scale (person or committee). If it's a committee, name the chair/secretary.

3. Influence × Support

Who must we brief or involve? Who might object? Who are our allies?
Place each stakeholder by **Influence (low ↕ high)** and **Support (opposed ↔ supportive)**. Use the quadrant actions.

Typical stakeholders: mayor, committee chair, budget office, winter ops & maintenance lead, traffic/streets, schools & parent groups, police, comms, businesses, NGOs/cycling & walking orgs, disability reps, neighbourhood groups, local creators.

Influencial

Persuade
(high influence, low support) → "Tailor message; bring a peer."

Champions
(high influence, high support) → "Empower as messengers."

Opposed ← → **Supportive**

Monitor
(low influence, low support) → "Inform; watch risks."

Low-influence

Mobilise
(low influence, high support) → "Use as coalition voices."

2. Decision path and dates

List the **key decision points and target dates**: approvals, procurement, start, review.

E.g. Approve (Mobility Committee, 12 Feb) → Procure temp lights → Pilot start 1 Mar → Review 22 Mar

4. Messengers & Moves

Turn the map into action: **who talks to whom**, with **what message**, and the **next step** to win approval.

Stakeholder	Messenger	Message & Move
E.g. Mayor (safety/optics)	School principal	"Halve slips near schools this winter."



07 Evidence & Rollout Plan

1. Evidence & Rollout

From Canvas 06 Approvals & Coalition → **assemble the decision pack and outline how we'll deliver** and review the solution if approved. Using the selected solution (from **05**) and approver needs (from **06**), build the pack: choose **one metric**, **one visual**, **one reference case**; and confirm **budget/resources & timing**.

Solution from **Canvas 06**

2. Risks and Mitigation

Name the two most likely risks and the specific mitigation for each (prevention or response).

E.g. Parking complaints → advance notice + alt. bays

Risk	Mitigation

3. Citizen Activation

Think about how you can **involve citizens and/or target personas** in your project implementation.

Check the Citizen Activation Guide for help and resources.

4. Evidence and Story

Choose the **evidence and a trusted reference case** that **convinces the decision-makers**. The Monitoring Guide can help to provide indicators.

Metric we show:

Pick **one outcome metric** with **baseline** → **target**, **time window**, **location**, and **data owner**.

E.g. AM-peak winter bike count, Route 3 — 240 → 280, Feb–Mar

Visual we show:

One visual that tells a **before/after** at a glance (photo or simple chart).

E.g. Before/after photo, map or chart

Reference case:

One trusted precedent (**city, year, source**) with a **numbered outcome**.

E.g. Oulu, 2022 — winter-maintenance pilot (City report, §3.2): +18% winter cycling

5. Budget and Resources

Confirm financing and delivery: select funding, indicate cost band, assign ops responsibility and timing, and list required equipment/services.

Funding path:

Existing / Reallocation / Grant / Sponsorship

Cost band:

☐ ≤€10k ☐ €10–50k ☐ €50–250k ☐ €250k+

Equipment and services needed:

Item — quantity — when — source/notes (procurement if any)

E.g. Snow-brush attachment — 2 — Feb–Mar — rental (framework call-off by Oct 10)

Human resources:

Role — hours/week — period — owner

Ready to move on?

- ☐ Evidence set chosen
- ☐ Citizen Activation planned
- ☐ Budget pathway confirmed
- ☐ Project plan in progress

08 Summary

Finally we document the work and brief others on what we plan to do. Use this to summarise after a quick workshop or an in-depth project .

1. Objective

Canvas 01. What are we trying to achieve? Why does it matter? Restate your shared goal clearly.

E.g. 20% modal share of cycling in our city.

2. Who we focused on

Canvas 02. Which target persona(s) did we design for?

Persona 1		Key insights
Persona 2		Key insights

3. Problems that matter most

Canvas 02. Which barriers stood out across personas and analysis? Focus on what's solvable and impactful.

4. Ideas we chose to pursue

Canvas 03-07. Which solutions will we take forward? List the most promising idea(s), even if not yet fully validated.

5. What happens next

Who does what, and when?

Who	What	When

Comms & decision points

Who needs to be convinced or informed next?

6. What we learned

Note key takeaways, surprises, and mindset shifts. Could include citizen insights, interdepartmental gaps, or the best ideas.

E.g. Emotional safety matters as much as physical safety.
Communication gaps between planners and winter maintenance

7. Who is responsible

Owner: .....

Next Review: .....

Document and save!

This canvas is your workshop deliverable.

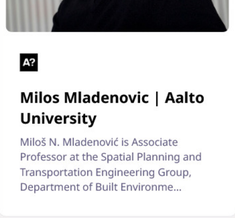
- [ ] Action points (3+) with owners
- [ ] Review date is agreed
- [ ] Take a photo of this canvas and share

Contact information

For more information about year-round active mobility, contact



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BATS project:

https://interreg-baltic.eu/project/bats/
https://interreg-baltic.eu/





The BATS project is co-funded by the Interreg Baltic Sea Region 2021-2027, helping drive the transition to a green and resilient Baltic Sea Region.

Instructions: Canvas 01

Purpose
Align the team on **one objective** and a shared **why** before moving to users, ideas, and delivery.

Inputs (use what you have)
Anecdotes, pain points, a route/map, recent observations or counts, strategic objectives.

How to run (12–20 min)

1. **Draft (2 min):** Everyone writes a one-sentence objective (big or small).
2. **Discuss the WHY (5 min):** Which objective best serves people and the city **now**? Capture the main reason(s).
3. **Choose one objective** and focus on that
4. **Fill in rest of the canvas together. Can be light touch** depending on how much time you have

What's okay to park
Detailed politics, full measurement, and long strategy notes—mark **TBD + who will follow up** so it's intentional.

"Ready to move on?" (1–2 min)
Each canvas includes quick questions to check you've covered the essentials. When they're satisfied here, continue to **Canvas 02: Persona**, keeping your objective in mind.

Canvas 02 — Target Persona

Purpose
Align on **who** you're designing for and what it's like to be them. A shared picture of the target persona keeps later ideas practical, avoids "average user" traps, and makes it easier to explain choices to decision-makers.

Working on personas can be a bit difficult in the beginning, but also a lot of fun and it is an important skill to learn.

Inputs (use what you have)
Real cases you know, demographics data, complaints/tickets, brief observations, a map/route, photos, past surveys. No formal research needed now.

How to run (20–30 min)

- **Discuss possible personas in your team.** (e.g. using real examples) Who are relevant for the objective? Who should we focus on? Who do we want to help? Why?
- **Choose one priority persona and picture a specific person** (name/age/typical trip). If you have a large team, splitting up and creating multiple personas might make sense.
- **Step into their shoes and work through the canvas (steps 1 to 4)**
- **Summarize the target persona in 1 short quote or paraphrase (step 5).** Now it is also time to revisit why this persona was chosen? Is it really relevant? Who else should we cover?
- **Output for next canvas (step 6)** Write a one-sentence **problem** from their view:
  "**[Persona]** struggles to **[do X]** on **[route/place]** in **[condition]** because **[barrier]**; they need **[need].**"

Methods to deepen insight (optional, later)
There are plenty of good methods for diving deep into the persona. Think of short or in-depth **interviews**, short **ride-alongs** or **walk-alongs**, brief **diary/photo tasks**, **counts** at key points, web surveys, social media, detailed demographics data analysis.

> 💡 **Move to Canvas 03 — Ideas**
> Bring the problem sentence and top needs/barriers. You'll use them to generate practical options that genuinely help this target persona.

Canvas 03 — Ideas for Solutions

Purpose
Ideation is about generating **many** practical ways to help your target persona —without judging too early. We diverge first (lots of ideas), then converge later (Canvas 04).

Mindset to set in the room

- Quantity over perfection.
- Build on each other (“yes, and…”).
- Keep it concrete and people-centred.
- Suspend judgement; evaluation comes next.

How to run (20-30 min)

1. Start by pinning up the **problem sentence from Canvas 02.**
2. Discuss the **root causes** (**step 2**) of the selected problem within the team. Asking "**why**" again and again helps you go deeper. "Why is this happening?" → first cause. "Why does that cause exist?" → deeper cause. "And… why that deeper cause exists?". Stop when you hit fundamentals like laws of physics or human psychology.
   a. Now you understand the **problem** better. Do we need to **refine the wording** based on what we learned? If needed, rewrite the problem statement. Keep it short and specific; confirm the same target persona.
3. Now the fun part starts! **Generate ideas (step 3).**
   a. **First in solo** for 3-5 minutes. Everyone writes as many ideas as possible—one per sticky.
   b. Share your thinking and discuss, Build on each others ideas.
   c. Asking "**How might we…" questions** is a good brainstorming tool to reframe challenges as opportunities for innovation
   d. If the team gets stuck you can use the "**prompts**" (like "winter operations & maintenance?") to spark the discussion.
   e. **Borrowing** good practices from other cities is always a good approach to take
4. **Wrap up. Merge duplicates and group by simple themes** if you have time.
5. Move on **to Canvas 04 to prioritize** the ideas you generated.

Canvas 04 — Prioritisation

Purpose
Have a shared understanding on what ideas could be worth trying out. Turn your big idea list into a small, balanced set that best advances the **objective** for the **target persona**, given today's constraints.

Inputs
Idea sticky notes from Canvas 03, the one-sentence **objective**, and the **problem sentence**.

How to run (12–20 min)

1. **Set the rules (1 min):**
   - **Impact =** how much this idea helps the target persona reach the active mobility objective.
   - **Effort =** how difficult or expensive the idea is to implement. lack of time, budget, approvals, ops capacity, risk/acceptability **now**.
2. **Place ideas on the grid (5–8 min):**
   - **Solo:** each person moves a few ideas where they think they fit.
   - **Discuss the priorities in team:** adjust only when there's a clear mismatch. Use "higher/lower?" not long debates.
   - Mark **uncertainty** with a "?" and note major **dependencies** on the sticky note.
3. **Sense-check (2–3 min):**
   - Are there **equity** or **seasonality** considerations (e.g., winter first)?
   - Any **duplicates** to merge? Any missing "quick win" you should add?
   - It is ok that you do find easy high impact solutions.
4. **Pick the shortlist (3–6 min):**
   - Aim for **1–3** items: at least **one quick win** (medium-high impact/low effort) and optionally **one strategic bet** (high impact/higher effort). (It is ok to start with easy, low-to-medium impact ideas as well.)
   - Discuss (and note) the **reason** you chose each (is there impact evidence or strong hypothesis).

Output for next canvases
A shortlist of **1–3 ideas**, ready **for Canvases 05-07** (Design**,** Approvals and Coalition, Evidence and Rollout Plan). On those three canvases you will work on one of the selected solution ideas.

Tips

- Don't seek precision—**relative** placement is enough.
- If stuck choosing, dot-vote once per person, then decide.
- Park good ideas you can't do now and store them for future cycles.

Canvas 05 — Design

Purpose
Shape one shortlisted idea into a small, testable **solution and review if you want to proceed with it.** Be clear what it is, why it helps the target persona and objective, and what you'd need to try it.

On this canvas we will shift our focus on one single solution idea. We plan to continue working on this on canvases 06 and 07. However, it is also ok to find out that you need to switch to some other solution idea or even refine your objective or target persona.

Inputs
Shortlisted **idea** from Canvas 04, the **objective** (Canvas 01) and **target persona/problem** (Canvas 02), any notes from Canvas 03.

How to run (15–25 min)

1. **Pick one idea** and give it a short name. Write 2–3 lines that describe **what happens where, when, and for whom**. Link it to the **persona's pain** and **why it supports the objective**.
2. **Break it down & cost it** (rough): list main components (incl. **maintenance/ownership**). Add simple cost bands: **investment** and **yearly**.
3. **Direct effects (3–5)**: what changes immediately for people and operations once this is live? Add a number/timeframe when you can.
4. **Tried before? / Top risk**: note one **reason it could fail**. Add any learnings from here or other cities (city + what they did → outcome).
5. **What we don't know yet**: list key **assumptions** to test (e.g., ops capacity, behaviour response, clearance time).
6. **Side-effects (3–4)**: likely positives/negatives in neutral language (e.g., driver detours, narrowed pedestrian space, safer school access).
7. **Repeat these steps** for the remaining chosen ideas from Canvas 04, if there is time.
8. **Decision.** Now it is time to reflect. Which idea is worth pursuing? Does it need even further solutions? **Pick one next step.**
   - **Proceed → Canvases 06–07** (coalition, evidence, rollout), or
   - **Park & switch ideas** → choose another idea from **Canvas 04**, or
   - **Refine objective/persona→ Canvas 01–02** if something essential changed.

Output for next canvases
A one-page pilot concept with components, rough costs, direct effects, key risks/assumptions.

Canvas 06— Approvals and Coalition

Purpose
Secure the people and decisions that make your solution possible. Clarify **who owns it**, **who must say yes**, and **how to build support**.

On this canvas we will start building a coalition: a diverse group of stakeholders who can contribure in their uniques ways on this intiative. We want to be strategic and think about the communication plan and key decision points.

How to run (15–30 min)

1. **Start by naming key roles (5 min):** Write the **Owner** (accountable lead) and the **Approver(s)** (person/committee that must say “yes”). Naming the owner can be hard but it is crucial for the success. If you do not volunteer, name a temporary owner (shepherd) for the next step only.
2. **Map decision path (3–5 min):** List the **gates & dates** (approval, procurement, pilot start, review). Add real meeting names if you know them.
3. **Stakeholder map (5–15 min):** This is important. Using sticky notes to place key people on **Influence × Support** (Opposed ↔ Supportive; Low ↔ High influence) map. Four key groups (quadrants) are:
   - **Monitor** (low influence/low support): **inform, watch risks**. These are people affected by the change but with little sway on the decision (e.g., distant teams, minor interest groups). They can surface hidden risks and become louder later if ignored. Keep informed at key milestones; invite feedback channels so concerns don’t escalate.
   - **Persuade** (high influence/low support): **tailor message; bring a peer.** Decision-shapers who can block or slow you (committee chairs, budget owners, legal). A small shift from them unlocks approvals, or access. Understand their objections, tailor evidence to their priorities, and secure a neutral-to-positive stance (ideally a “yes, try the pilot”).
   - **Mobilise** (low influence/high support): **use as coalition voices**. Enthusiastic allies with limited formal power (community groups, cycling orgs, frontline staff). They add credibility, local knowledge, and voices that reach residents and media. Equip them with simple messages and actions (e.g., testimonies, pilots, comms) so they amplify the case.
   - **Champions** (high influence/high support): **empower as messengers**. Senior sponsors and respected figures who already back the idea (mayor/deputy, committee members/chair, influential planners, head of department).
4. **Messengers & moves (3–5 min):** For 2–5 critical stakeholders, decide **who talks to whom**, **with what message**, and **the next step**.

Output

- Named **Owner** and **Approver(s)**
- **Decision path** with target dates
- A short **engagement plan** (stakeholder → messenger → message & next step)

Canvas 07— Evidence and Rollout Plan

Purpose
Assemble a lightweight **decision pack** and outline how you'll deliver the **first phase/pilot** if approved.

This is the third canvas focusing on planning the solution. Now we will focus on creating evidence that supports our case. Think about the key stakeholders when building the materials. This canvas is a source of inspiration and help you think out-side-in. In your organisation you have your own document templates as well as decision and budgeting policies, this is not intended to replace those.

Inputs
Solution (Canvas 05), approvals path & key stakeholders (Canvas 06), objective & target persona.

How to run (15-30 min)

1. Start with your **solution** concept from canvases 05 and 06. Based on the work canvas 06, **discuss** (5 min) in the team what are the key factors for convincing the decision-makers.
2. **Risks & mitigation** (5 min). Each person names 1-2 risks. Select together the two most likely risks and a specific prevention/response for each.
3. Think about **citizen activation** - how you want to involve citizens and/or target personas in the implementation process. You can use the citizen activation guide for help.
4. **Start building the evidence.** (5-20 min)
   a. What could be the best metric for showing the success?
   b. How could we visualise the change we want to create?
   c. What is a powerfull reference case from another city?
5. Discuss the key elements of the project plan: **budget and resources.** What is needed to build your solution?

Canvas 08— Summary

Purpose
Create a one-page wrap-up to document the results and brief others. Use it after a full run (01–07) or a partial run (e.g., 01–04) to capture where you are and what happens next. This is important also for reflection and learning.

Often your thinking on problems deepens after working on the solutions, so you might want to reshape the problem statement here as well.

Inputs
The content on all canvases you worked with.

How to run (10–30 min)

1. **Restate the objective (1–2 min) from Canvas 01.** Discuss if it still feels valid.
2. **Who we focused on (2–3 min).** Name the target persona(s) with the key insights.
3. **Problems that matter most (2–3 min):** Write the top 1–3 barriers you chose to address. Again: reflect if you would choose the same problems for a next iteration?
4. **Idea(s) we'll pursue (2–3 min).** What idea(s) you turned into solution(s). Reflect. Should we park or proceed?
5. **What happens next (3–5 min):** fill **Who / What / When** for the next 2–5 actions; add key **comms & decision points** (who must be convinced or informed).
6. **What we learned (2–3 min):** note 3–5 takeaways (surprises, citizen insights, gaps, or mindset shifts).
7. **Who is responsible (1 min) for the next review/session:** write the **Owner** and a **Next review** date.

Output
A shareable one-pager that records decisions, owners, and next steps. Take a photo/export and share it with stakeholders.

Make also sure that the content of the other canvases are available for all participants.