

# FROM URBAN DATA COLLECTION TO URBAN DESIGN

A Guide to  
Participatory  
Approaches  
Around the  
Globe

## SECTION

## I

# INTRODUCTION TO PARTICIPATORY URBAN DATA COLLECTION & PARTICIPATORY URBAN DESIGN

## What do we mean by “participatory urban data collection”? And what about “participatory urban design”?

Taking a participatory approach means involving citizens or the public in the process. In urban data collection, this could mean getting citizens to actively gather the data that is needed, or to decide what types of data should be collected. In urban design, it could mean soliciting people’s views on a design scheme or plan, or designing and building together with residents.

Participatory approaches provide viable alternatives to more conventional approaches. In a typical data collection exercise or design process, there is often a clear divide between the ‘experts’ and the public. A team of government officials, industry professionals, project specialists or policy makers would be leading the project and making most — if not all — of the decisions. Citizens tend to be seen as research subjects from whom one can extract the necessary data, or consumers and users of the design outcomes.

While this may mean that decisions are made and implemented more quickly, there are times when taking a participatory approach would reap more benefits for the project and people involved.

## Why adopt a participatory approach?

Consider this: more and more of the world's population is living in cities today. As we live in rapidly urbanising environments, competing interests would inevitably arise. With more people jostling for limited space and resources, the population's needs become increasingly complex. This calls for a different way of approaching urban development. How might we gather data in ways that best reflects the changing realities on the ground, and how might we develop spaces and settlements that best meet the different needs and interests?

Participatory approaches are timely, considering these challenges. They offer constructive ways to bring people's needs, interests and aspirations together, and create shared visions and plans from them. They also help us to tap on the wealth of knowledge, abilities and resources that citizens have, so that we can develop more appropriate and sustainable solutions together. In short, taking a participatory approach can help us:

- Achieve consensus when there are many conflicting views and complex needs.
- Deepen our understanding of the problems and opportunities in urban communities, by ensuring that the data we have accurately captures what is most relevant to these communities.
- Develop urban solutions that are grounded in real needs and resources, and are therefore more likely to be accepted, used and maintained by the community.
- Strengthen community relationships and build social cohesion, by having the community work together on common goals.
- Increase citizens' trust in the other stakeholders, by making the decision making process more transparent.

There may be growing demands from the community you work with for a more open, inclusive and democratic approach to developing urban spaces and programmes. Or you may find that more stakeholders are recognising the importance and advantages of adopting a participatory approach to data collection and design. Whichever the case, we hope you will find this guide useful.

## How to use this guide

**The toolkits presented in this guide are collated from the work of various practitioners in the fields of participatory urban data collection and participatory urban design. The guide is meant:**

- To provide a broad overview of the range of toolkits that are available around the globe. This includes information on key steps and methods, as well as where you can go or who you can contact to learn more.
- For those who have an interest, but minimal knowledge or practical experience, in participatory approaches. To effectively implement participation, you would nevertheless require basic facilitation skills.

This guide is, however:

- Not an instructional manual or step-by-step blueprint for facilitating participatory approaches.

- Not a definitive compendium of all the toolkits that exist in the world.

Many of the toolkits captured here are accompanied by detailed resources online or in print, made available by their respective organisations and creators. Where this is so, contact information and web links have been provided, and we encourage you to delve deeper. As an introductory taster of participatory approaches, the guide is in no way exhaustive. But by pooling some of the practical knowledge and experiences in the field, and sharing these as bite-sized snapshots, we hope to offer a window on the world of participatory urban data collection and participatory urban design, and inspire you to start your own journey in this realm.

Take one or more of these toolkits as a starting point that you can use to introduce participatory approaches in your own practice. You may find that replicating a complete process works best for the given context, or that it is more appropriate to combine parts of different toolkits. Some toolkits were developed for specific projects and are therefore a response to a certain political, social, cultural or economic environment, but there are nevertheless transferable aspects that we can learn from in each.

## The role of participatory approaches in Sustainable Development Goals<sup>1</sup>

On September 25th 2015, United Nations' Member States and global civil society adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of new sustainable development agenda. There are 17 goals with specific targets to be achieved over the next 15 years.

### **SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable**

Goal 11 is about making cities inclusive, safe, resilient and sustainable. Today, more than half of the world's population reside in urban areas, and by 2050, this figure would have risen to 6.5 billion people (or two-thirds of the global population). As more people migrate to the cities from rural areas, and as cities grow rapidly, accommodating the population safely and sustainably becomes a pressing challenge. This involves ensuring access to safe and affordable housing, upgrading slum settlements, investing in public transport, creating green public spaces, and improving urban planning and management — in ways that are both participatory and inclusive.

To act and measure progress towards this goal and its targets, we need data about gaps in access to urban services, households living in informal and substandard housing, city revenues and budgets, and other indicators on which data is currently very limited in many cities. Involving citizens and the public in collecting and analysing data is one way to fill in the gaps. Moreover, involving

citizens and the public in the way we plan, build and manage our urban spaces will go a long way towards making our cities more inclusive, and our communities more resilient. Sustainable development requires that we re-think the way our cities continue to grow.

## About Pulse Lab Jakarta

This guide is an initiative by Pulse Lab Jakarta (PLJ). Established through a partnership between the United Nations (UN) and the Ministry of National Development and Planning (Bappenas) in Indonesia in late 2012, PLJ is the first innovation lab of its kind in Asia. The lab brings together experts from UN agencies, the Indonesian government, non-governmental organisations and leading private sector companies, to explore how “Big Data” can support development and humanitarian action in Indonesia and beyond.

Pulse Lab Jakarta is grateful for the generous support of the Government of Australia.

This guide greatly benefitted from the support of Jan Lim of Participate in Design, and Federico Monica, a freelance architect and urban planner, for which Pulse Lab Jakarta is also very grateful.

We welcome your feedback and inputs. For comments or questions on this toolkit guide, please contact: [plj@un.or.id](mailto:plj@un.or.id)

<sup>1</sup> United Nations, “Sustainable Development Goals: 17 Goals to Transform Our World.” *Sustainable Developments Goals*, <http://www.un.org/sustainabledevelopment/sustainable-development-goals>. Accessed November 22, 2016.

SECTION

II

# OVERVIEW OF TOOLKITS FOR PARTICIPATORY URBAN DATA COLLECTION & PARTICIPATORY URBAN DESIGN



## TOOLKITS AT A GLANCE

This guide presents 24 toolkits on participatory urban data collection and design from various parts of the world. While this list is in no way exhaustive, it offers snapshots of the ways in which participatory approaches have been applied to various urban issues, and to achieving different objectives.

The selection is guided by a common set of parameters. For one, the toolkits included here have all been field-tested, and are not just theoretical. They are also

relatively accessible, and can be implemented without the need for obscure technology. Some may have certain methods in common with others, but in general, each toolkit offers a unique way of involving citizens and the public in the process.

To help break down the various toolkits for ease of reference, they have been categorised into four overarching themes. Notable steps or methods in selected toolkits have also been highlighted in greater detail.



- **COMMUNITY-LED  
MAPPING & ACCESS:  
INFORMING CITIZENS  
THROUGH DATA**

How can citizens be involved in collecting community-level data and mapping their own living environments, and how can they then use this information in planning for the future, or stimulating the local economy? The toolkits in this section demonstrate the use of both digital, open-sourced tools as well as analogue ones in urban data collection, and how training and skills-transfer can be included as part of the process.

#### **TOOLKITS**

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1 - 6

#### **METHODS HIGHLIGHT:**

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Ground-truthing of Base Maps  
(Toolkit 3, Human City Project)

Mini Atlas Introductory Workshop  
(Toolkit 5, Solo Kota Kita)

- **PEOPLE-CENTRED DESIGN:  
CREATING SOLUTIONS FOR  
AND WITH COMMUNITIES**

How can communities participate in the architecture and urban planning process, to shape how their cities, towns and everyday spaces are designed and developed? This section illustrates ways to achieve this. Many of these toolkits involve the use of observations, interviews and workshops, core facilitation skills, and working alongside residents to translate design concepts into built outcomes.

**TOOLKITS**

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7 - 13

**METHODS HIGHLIGHT:**

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Lighter, Quicker, Cheaper  
(Toolkit 8, Project for Public Spaces)

Community Pop-ups  
(Toolkit 9, Participate in Design)

Atmosphere Workshops  
(Toolkit 10, Die Baupiloten)

- **RESILIENCE BUILDING:  
DEVELOPING COMMUNITIES  
IN THE FACE OF RISK &  
VULNERABILITY**

From water-related vulnerabilities and natural disasters to challenging environments, how can communities learn to play a greater role in understanding their local problems and taking the necessary action to address them?

The toolkits in this section highlight the importance of building resilience to risk and vulnerability from the ground up, through Participatory Rural Appraisal and other common approaches.

## **TOOLKITS**

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14 - 18

## **METHODS HIGHLIGHT:**

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Neighbourhood Workshop-cum-Competition  
(Toolkit 14, Firm Foundation)

Participatory Rural Appraisal  
(Toolkit 15, Seeds)

- **COLLABORATIVE  
DECISION-MAKING:  
DEEPENING DEMOCRACY  
IN THE PLANNING PROCESS**

How can citizens have more direct access to decision-making in planning? This final section captures ways of developing citizen-led community programmes and spaces, and advocating for or determining how public budgets should be spent. They include innovative methods that mediate between or unearth the conflicting interests in urban development, to facilitate collaborations between the government and citizens.

**TOOLKITS**

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19 - 24

**METHODS HIGHLIGHT:**

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Free Trial! (Toolkit 22, Supertanker)

City Gaming (Toolkit 23, Play the City)

01

**Urban  
Vulnerability  
Mapping**

Section III : 19 - 20

Organisation:  
Urban Poor Consortium  
Region:  
Indonesia

04

**Ta No Mapa**

Section III : 25 - 26

Organisation:  
AfroReggae  
Region:  
Brazil

02

**Know Your City**

Section III : 21 - 22

Organisation:  
Shack/Slum Dwellers  
International  
Region:  
Africa, Asia,  
Latin America

05

**Solo Kota Kita**

Section III : 27 - 28

Organisation:  
Kota Kita  
Region:  
Indonesia

03

**Human City  
Project**

Section III : 23 - 24

Organisation:  
Collaborative Media  
Advocacy Platform  
Region:  
Nigeria

06

**Living Lots NYC**

Section III : 29 - 30

Organisation:  
596 Acres  
Region:  
USA

07

**Public Life  
Studies**

Section IV : 33 - 34

**Organisation:**  
Gehl Architects  
**Region:**  
Denmark, Australia,  
South Africa & Others

11

**Participatory  
Urban Planning**

Section IV : 43 - 44

**Organisation:**  
Practical Action  
**Region:**  
Kenya, Zimbabwe

08

**Placemaking**

Section IV : 35 - 36

**Organisation:**  
Project for Public Spaces  
**Region:**  
USA, South Africa, Brazil,  
Australia & Others

12

**Participatory  
Action Planning**

Section IV : 45 - 46

**Organisation:**  
Development Action  
Group  
**Region:**  
South Africa

09

**Designing  
with People**

Section IV : 37 - 39

**Organisation:**  
Participate in Design  
**Region:**  
Singapore

13

**Block By Block**

Section IV : 46 - 48

**Organisation:**  
UN-Habitat, Mojang  
**Region:**  
Kenya, Mexico, Kosovo,  
India & Others

10

**Die Baupiloten's  
Methods**

Section IV : 40 - 42

**Organisation:**  
Die Baupiloten Architektur  
**Region:**  
Germany

14

## Social Design Field Guide

Section V : 51 - 53

Organisation:

Kota Kita

Region:

Indonesia

17

## ASF Participate

Section V : 58 - 60

Organisation:

Architecture Sans

Frontières-UK

Region:

Ecuador, India,

South Africa & Others

15

## Community Based Disaster Management

Section V : 54 - 55

Organisation:

Seeds

Region:

India

18

## Semillas' Methodology

Section V : 61 - 62

Organisation:

Semillas

Region:

Peru

16

## Building Coastal Resilience

Section V : 56 - 57

Organisation:

Regional Institute for

Population Studies,

Climate & Development

Knowledge Network

Region:

Ghana



19

## Community Planner Training Programme

Section VI : 65 - 66

Organisation:  
Building and Planning  
Research Foundation  
Region:  
Taiwan, China

22

## Urban Co-creation

Section VI : 71 - 74

Organisation:  
Supertanker  
Region:  
Denmark

20

## Community Design

Section VI : 67 - 68

Organisation:  
Studio L  
Region:  
Japan

23

## City Gaming

Section VI : 75 - 77

Organisation:  
Play the City  
Region:  
Netherlands,  
Turkey & Others

21

## Participatory Budgeting Project

Section VI : 69 - 70

Organisation:  
The Participatory  
Budgeting Project  
Region:  
USA, Canada,  
Brazil & Others

24

## People Make Parks

Section VI : 68 - 79

Organisation:  
Hester Street Collaborative,  
Partnership for Parks  
Region:  
USA



# COMMUNITY- LED MAPPING & ACCESS: INFORMING CITIZENS THROUGH DATA

## 01

URBAN  
VULNERABILITY  
MAPPING

## ORGANISATION(S)

Urban Poor Consortium

## REGION

Budi Dharma Village,  
North Jakarta, Indonesia

## FOR MORE DETAILS:

Urban Poor Consortium  
 Jl. Kalibata Utara 1 No.18 RT.001/02  
 Kalibata  
 Pancoran  
 Jakarta Selatan 12740  
 Phone: +62 21 7971629 / +62 81932321148,  
 +62 8161338319  
 E-mail: [upc@urbanpoor.or.id](mailto:upc@urbanpoor.or.id)  
 Website: <http://www.urbanpoor.or.id>



Involving citizens in mapping their neighbourhood conditions, to improve community-level data and inform conversations on development priorities



## TOOLS AND TECHNOLOGY NEEDED

- GPS trackers
- Smartphones
- Laptops
- Google Forms, for managing surveys
- Open Data Kit (ODK), an open-source software for managing data ([opendatakit.org](http://opendatakit.org))
- Field Papers, a web-based tool for mapping (<http://fieldpapers.org>)
- QGIS application, an open-source Geographic Information System for mapping data from Google Form and Field Papers
- Google Maps
- Open Street Map (OSM)
- CARTO, an online application for sharing data visualisations
- Picktochart, an infographics design application



## SKILLS AND EXPERTISE NEEDED

- Citizens trained in data collection methods and facilitation
- Facilitators and trainers
- Community leader, with significant authority
- Project liaison, to communicate project objectives to community leader and serve as contact person

## KEYS STEPS IN TOOLKIT

**01** — Approach the community, working with community leaders

**02** — Prepare for data collection, and plan teams and tools needed

**03** — Hold data collection workshop

- Discussion on communities' needs and aspirations
- Forming and training of teams
- Collection of data by teams:
  - Mapping team: Pinpointing of locations (using Field Papers tool and GPS trackers)
  - Household surveys team: Collecting socio-economic data (using Google Forms)
  - Focus group team: Discovering historical developments

**04** — Make sense of the data, through tabulations and visualisations

**05** — Conclude the exercise with follow-up actions, to be decided by the community

- Community discussions



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© UN Global Pulse and Pulse Lab Jakarta

Source(s):

Urban Poor Consortium and Pulse Lab Jakarta. *Urban Vulnerability Mapping: A Toolkit. Draft, 2016.*

Baskoro, Daniel Oscar and Mellyana Frederika. "Data in Action: When Communities Engage in Mapping Urban Villages." *United Nations Global Pulse*, September 8, 2015, <http://www.unglobalpulse.org/blog/data-action-when-communities-engage-mapping-urban-villages-together>. Accessed November 22, 2016.

# 02

## KNOW YOUR CITY

### ORGANISATION(S)

Shack/Slum Dwellers  
International (SDI)

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### REGION

Africa, Asia, Latin America

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### FOR MORE DETAILS:

Anni Beukes  
Shack/Slum Dwellers International (SDI)  
4 Seymour Rd  
Observatory 7925  
Cape Town  
South Africa.  
E-mail: [anni@sdinet.org](mailto:anni@sdinet.org)  
Website: <http://knowyourcity.info>



Creating a single, consolidated database on informal or slum settlements, through standardised tools and a community-led data collection process



### TOOLS AND TECHNOLOGY NEEDED

- Open Data Kit (ODK) Collect mobile app, with GPS integration and trackers ([opendatakit.org](http://opendatakit.org))
- Ona Data platform, for creating a single database for the settlement profiles ([ona.io](http://ona.io))
- Website with interactive open data access



### SKILLS AND EXPERTISE NEEDED

- Trainers with experience in community self-assessment
- Grassroots members, with experience in facilitating dialogue and debate
- Volunteers from local community (training provided)

## KEYS STEPS IN TOOLKIT

### 01 — Hold mass meetings in the settlement

### 02 — Form and train teams of local volunteers

- Experienced trainers from other settlements guide the teams in creating a boundary map of the settlement.

### 03 — Discuss questionnaire with community

- Experienced grassroots facilitators take community members through the questionnaire.

### 04 — Volunteers collect data

- Settlement profile, using standardised questionnaire
- House-to-house surveys
- Mapping of settlement boundaries (using GPS devices) and services (using ODK Collect mobile app and on paper)

### 05 — Process data

### 06 — Present data to community for verification

### 07 — Capture and visualise data on online database

### 08 — Communities can print relevant data from online database for use in presentations with stakeholders



© Shack/Slum Dwellers



© Shack/Slum Dwellers

Source(s):

Shack/Slum Dwellers International. *Know Your City, Know Your Settlement*, 2015, [http://knowyourcity.info/wp-content/uploads/2015/11/KYC-handbook\\_final-1.pdf](http://knowyourcity.info/wp-content/uploads/2015/11/KYC-handbook_final-1.pdf).

Beukes, Anni. *Making the Invisible Visible: Generating Data on 'Slums' at Local, City and Global Scales*. Working Paper. International Institute for Environment and Development, December 2015.



## 03

HUMAN CITY  
PROJECT

## ORGANISATION(S)

Collaborative Media  
Advocacy Platform (CMAP)

## REGION

## Port Harcourt, Nigeria

## FOR MORE DETAILS:

Priyanka Bista  
CMAP  
Development House  
56-64 Leonard Street  
London  
EC2A 4LT  
United Kingdom  
E-mail: [info@cmapping.net](mailto:info@cmapping.net)  
Website: <http://www.cmapping.net/the-human-city-project>



Empowering youths in marginalised communities to map, plan and tell the stories of their neighbourhoods, and use the data to advocate for their rights



## TOOLS AND TECHNOLOGY NEEDED

- Drones, for capturing site images
- KoBo Toolbox, an open-source mobile survey application ([kobotoolbox.org](http://kobotoolbox.org))
- QGIS application, an open-source Geographic Information System
- Index stickers, for labelling buildings
- Printed maps
- Writing materials, e.g., pencils, markers
- Cameras and recording devices
- Radio broadcasting technologies



## SKILLS AND EXPERTISE NEEDED

- Digital mapping instructors
- Community facilitators
- Residents as mappers, data entry personnel and quality controllers (training provided)

Source(s):  
CMAP. "Building and Planning: Chicoco Maps." Collaborative Media Advocacy Platform, <http://www.cmapping.net/building-and-planning/chicoco-maps>. Accessed November 22, 2016.

CMAP. "Communicating and Campaigning: Chicoco Radio" Collaborative Media Advocacy Platform, <http://www.cmapping.net/communicating-and-campaigning/chicoco-radio>. Accessed November 22, 2016.



## KEYS STEPS IN TOOLKIT\*

01

**Hold community consultations and presentations**

02

**Prepare digital base maps based on**

- Satellite images
- Aerial images (using drones)

03

**Train residents in mapping, data entry and using digital tools**

04

**Residents conduct ground-truthing of base maps**

- Indexing of buildings
- Mapping
- Surveys

05

**Residents digitise data into QGIS and spreadsheets**

- Each building on the map is now linked to a unique index code, as well as photographs of the building, oral testimonies of residents, and other details on each household.

06

**Residents verify data on site for quality control**

07

**Present data to residents for review**

- Town hall meetings

08

**Residents finalise database for use in future planning**

\* The mapping process is supported by communication programmes that run in parallel, such as a community radio project. Youths, trained in storytelling and production, tell the stories and perspectives of the community.

## GROUND-TRUTHING OF BASE MAPS

Ground-truthing refers to the process of verifying a remote satellite image with direct observations on the ground. It is an important part of map-making. When communities are not meaningfully represented on municipal maps — as in the case of the informal waterfront settlements at the centre of the Human City Project — their needs and issues may not be factored in future development plans.

The ground-truthing process requires people who know the ground intimately, such as local residents. This is where a participatory approach can be extremely useful. Equip these residents with the skills and tools that they need to help map their own neighbourhoods, and ensure that at least one member of each team is from the community being mapped.

### Assign clear roles in each team.

Ensure that everyone in each ground-truthing team has a part to play: a Community Liaison Officer speaks to the residents, while labelling each building with a unique index code; a Structure Mapper adds the index codes to their corresponding place on the base maps; an Infrastructure Mapper draws infrastructure elements and systems into charts; and a Survey Taker enters the index codes, observations and survey responses into a mobile application.

### Use the most suitable medium.

Be sensitive to the community's experiences. Certain medium may have negative associations for the local community. For example, if marking houses with paint is often done by the government before demolition (as in the case of the waterfront settlements here), use a different medium like friendly-looking stickers to label each building with its index code. Think of how you could also make these labels useful to the community, such as providing information or contact details on the project.



# 04

## TA NO MAPA<sup>2</sup>

### ORGANISATION

**AfroReggae**

### REGION

**Rio de Janeiro, Brazil**

### FOR MORE DETAILS:

Afroreggae  
Rua da Lapa, nº 180 – Centro  
Rio de Janeiro  
Tel: (+55) 21 3095 7200  
E-mail: [ascom@afroreggae.org](mailto:ascom@afroreggae.org)  
Website: <http://www.tanomapa.org>



Putting socially ignored and digitally invisible favelas<sup>3</sup> on the map, to promote a sense of inclusion among residents and boost local shops, services and points of interest



### TOOLS AND TECHNOLOGY NEEDED

- Google Map Maker Mobile Buddy app, with GPS integration
- Google Map Maker
- Google My Business tools



### SKILLS AND EXPERTISE NEEDED

- Digital mapping instructors
- Supervisors (training provided)
- Residents as volunteers surveyors (training provided)

<sup>2</sup> Translates to “it’s on the map”.

<sup>3</sup> The informal settlements or slums within the urban areas of Brazil.

## KEYS STEPS IN TOOLKIT\*

- 01 — **Conduct preliminary groundwork**
  - Field inspections
  - Community meetings
  - Training of supervisors within Afroreggae
- 02 — **Select and train favela residents as volunteer surveyors**
  - Introduction to Google Map Maker
  - Mobile Buddy app
- 03 — **Residents conduct surveys and GPS mapping (using app)**
- 04 — **Residents upload data to Google Map Maker database**
- 05 — **Data is checked by Google and added to Google Maps**
- 06 — **Conduct extra surveys to fill in gaps**
- 07 — **Introduce local shops and services to Google My Business tools**
- 08 — **Small business owners add their data**
- 09 — **All data is consolidated on Google Maps**

\* Impact Highlight:

100 favelas have been mapped, impacting a total of 200,000 people. Due to its success, the project has attracted new partners, such as Google, and won awards, including the Cannes Lions 2014 and 2014 Webby Award.

Source(s):

AfroReggae. "Putting Favelas on the Map." *Tá no Mapa*, August 8, 2016, <http://www.afroreggae.org/on-the-map/>. Accessed November 22, 2016.

AfroReggae. *Ta No Mapa Período Reportado*. AfroReggae, July 7, 2014 to October 3, 2014.

WPP. "Campaign: Ta No Mapa (On the Map)." *Sustainability Report 2014/2015*, <https://www.wpp.com/sustainabilityreports/2014/our-client-work/highlighting-social-issues/ta-no-mapa-on-the-map>. Accessed November 22, 2016.

# 05

## SOLO KOTA KITA

### ORGANISATION

**Kota Kita**

### REGION

**Surakarta (Solo), Central Java, Indonesia**

### FOR MORE DETAILS:

Yayasan Kota Kita  
Jl. Melon Raya no. 53  
Karangasem  
Surakarta  
Central Java  
Indonesia 57145  
Tel: (+62) 271 710263  
E-mail: Rifai Ahmad, myrifai78@gmail.com  
Website: <http://www.kotakita.org/project-solo-kota-kita.html> (Facilitator Manual avail. for download)



Equipping citizens with data on their neighbourhood, to pave the way for informed discussions on neighbourhood planning and improvements



### TOOLS AND TECHNOLOGY NEEDED

- Geographic Information Systems (GIS)
- Graphic design software
- SMS survey, where questions are sent as text messages and replies collated in an online dashboard
- Paper survey
- Website
- Assorted coloured dots, pens and markers for workshops



### SKILLS AND EXPERTISE NEEDED

- Facilitators for data collection, introductory workshops and musrenbang (training provided)
- Neighbourhood leaders who provide data



## KEYS STEPS IN TOOLKIT

01

**Collect data on the neighbourhood, through**

- Interviews
- Questionnaires  
(using SMS and paper surveys)
- Field observations

02

**Map data in Geographic Information Systems**

03

**Analyse neighbourhood using data and maps**

04

**Create Mini Atlas to capture analysis**

- A Mini Atlas is a poster that shows how the neighbourhood works. For example, this may include residents' profiles, assets, and other thematic issues and opportunities.

05

**Distribute Mini Atlas through**

- Mini Atlas introductory workshops
- Neighbourhood leaders
- Newspaper kiosks at community centres
- Project website

06

**Residents use Mini Atlas in participatory budgeting or *musrenbang* process**

Source(s):  
Kota Kita. "Solo Kota Kita." *Solo Kota Kita*,  
<http://www.kotakita.org/project-solo-kota-kita.html>.  
Accessed November 22, 2016.

Kota Kita. "Methodology." *Solo Kota Kita*,  
<http://solokotakita.org/en/about/methodology/>.  
Accessed November 22, 2016.

## MINI ATLAS INTRODUCTORY WORKSHOP

The data collected on the neighbourhood can often be highly complex. The Mini Atlases and introductory workshops focus on breaking down such data, so that residents will find it easier to understand it. They can then use the information to help them discuss which short-term improvements to prioritise.

Facilitators play an important role in this process. They help to guide residents in using the Mini Atlas, and reading the maps, charts and statistics on it. In turn, these residents will know how to explain it to others.

### Start with an easy activity.

Using a map of the neighbourhood, ask participants to place coloured dots to indicate where they live, work, and spend their leisure time. This prepares the participants for engaging with the Mini Atlas later, while also getting them to know one another.

### Explain and discuss the Mini Atlas.

Introduce participants to what the Mini Atlas contains, and where the information comes from. Take them through the information part by part. After each part, ask questions and get them to discuss or respond to the information you have just shared.

It is important to keep the session simple and interactive, and to make sure that everyone understands what is presented. A Facilitator Manual is available on the project website with suggested questions for engaging participants, along with other useful tips and details.



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# 06

## LIVING LOTS NYC

### ORGANISATION

**596 Acres**

### REGION

**New York City, USA**

### FOR MORE DETAILS:

596 Acres  
540 President Street #2E  
Brooklyn  
NY 11215  
Tel: (+1) 718 316 6092  
E-mail: [organizers@596acres.org](mailto:organizers@596acres.org)  
Website: <http://livinglotsnyc.org> (open-source code base for website available on GitHub)



Connecting citizens to information and resources that enable them to access publicly owned vacant land, for conversion into community spaces



### TOOLS AND TECHNOLOGY NEEDED

- Open databases (NYC OpenData portal, IPIS databases, etc.)
- OASIS website ([oasisnyc.net](http://oasisnyc.net))
- Satellite imagery
- Google Streetview
- Website with interactive organising tools (Living Lots NYC)
- Print materials, such as posters and signs



### SKILLS AND EXPERTISE NEEDED

- Legal experts
- Web developers
- Real estate experts or data analysts



## KEYS STEPS IN TOOLKIT

01

**Identify vacant, unused lots that are owned by the city, using**

- NYC OpenData portal, (e.g., Integrated Property Information System databases)

02

**Conduct virtual ground-truthing to shortlist usable lots, using**

- OASIS website
- Satellite imagery
- Google Streetview

03

**Cross-check lots against latest land transactions records**

04

**Catalogue, map and publish data onto an interactive online map**

- This contains information about the lots, including names and phone numbers of the agencies that own them.

05

**Conduct real ground-truthing to update online map**

- Visit neighbourhoods to test data, speak to residents, and put up posters and signs at vacant lots
- Citizens write in to add or edit information on the map

06

**Interested citizens create plans to convert the lots**

- Organise on-site community meetings to offer advice and support
- Citizens contact agencies using information provided
- Citizens use organising tools on website to connect with others



© 596 Acres



© 596 Acres

Source(s):

596 Acres. "Living Lots NYC Data: Vacant Land Data."

Living Lots NYC, <http://livinglotsnyc.org/about/living-lots-nyc-data/>. Accessed November 22, 2016.

596 Acres. "How Our Map Supports Your Organising."

Living Lots NYC, <http://livinglotsnyc.org/about/how-our-map-supports-your-organizing/>. Accessed November 22, 2016.



## SECTION

## IV

# PEOPLE- CENTRED DESIGN: CREATING SOLUTIONS FOR AND WITH COMMUNITIES

## 07

PUBLIC LIFE  
STUDIES

## ORGANISATION(S)

**Gehl Architects**

## REGION

**Denmark; Australia;  
South Africa; others**

## FOR MORE DETAILS:

Gehl Architects — Copenhagen  
Vesterbrogade 24, 5th floor  
1620 Copenhagen V  
Denmark  
Tel: (+45) 32 95 09 51  
E-mail: [mail@gehlpeople.com](mailto:mail@gehlpeople.com)  
Website: <http://gehlpeople.com> (tools avail. in the book,  
“How to Study Public Life” by Jan Gehl and  
Brigitte Svarre).



Using observational tools to understand people's needs and how spaces are used, and produce data for people-friendly urban design



## TOOLS AND TECHNOLOGY NEEDED

- Paper, pens, sketching materials
- Counter
- Stopwatch
- Maps and plans
- Camera and/or video camera, incl. use of time-lapse photography
- GPS devices, to register movements (optional)



## SKILLS AND EXPERTISE NEEDED

- Trained observers

## KEYS STEPS IN TOOLKIT

Public space-public life studies typically vary from place to place, but share common steps and aspects. They can be used in two key ways:

**A**

As input for decision-making, plans and strategies

**1. Hold dialogues with local partners (e.g., city officials, NGOs, local businesses, university)**

- If a local university provides observers, students are usually trained as part of a course.

**2. Determine type of study**

- Area study (for most city centres)
- “Acupuncture” or representative study (for larger areas)

**3. Conduct public space-public life studies**

- Counting
- Mapping behaviour
- Tracing people’s movements
- Tracking or shadowing people
- Looking for traces
- Photographing
- Keeping a diary
- Test walks

**4. Publish findings and recommendations in report**

**5. (depending on project) Incorporate findings into planning work or design strategy**

**B**

To assess the impact of specific initiatives

**1. Conduct public space-public life studies as baseline**

**2. Set specific targets (e.g., pedestrian headcount)**

**3. Implement initiatives and measures**

**4. Conduct follow-up studies as evaluation**

- Repeat studies are made using the same methods and under the same conditions in the baseline, over various timeframes.

**5. Adjust measures to achieve targets**

## 08

## PLACEMAKING

## ORGANISATION(S)

**Project for  
Public Spaces**

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## REGION

**New York, Chicago, and  
other parts of USA; South  
Africa; Brazil; Australia;  
others**

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## FOR MORE DETAILS:

Project for Public Spaces  
419 Lafayette Street, Seventh Floor  
New York  
NY 10003  
Tel: (+1) 212 620 5660  
E-mail: [info@pps.org](mailto:info@pps.org)  
Website: <http://www.pps.org/> (more tools and resource  
avail.; a detailed placemaking guide is also avail.  
at <http://www.placemakingchicago.com/guide/>)



**Creating vibrant public  
spaces based on a  
community's needs and  
aspirations, through  
a collaborative,  
community-based  
process**



## TOOLS AND TECHNOLOGY NEEDED

- Paper, pens, sketching materials
- Counter
- Stopwatch
- Maps and plans
- Camera and/or video camera
- Printed forms for place evaluation game (avail at: [http://www.placemakingchicago.com/cmsfiles/placemaking\\_PlaceGame.pdf](http://www.placemakingchicago.com/cmsfiles/placemaking_PlaceGame.pdf))
- Materials and resources to create short-term interventions, depending on idea



## SKILLS AND EXPERTISE NEEDED

- Residents, community groups, business owners, nonprofits, local government
- Planning and design professionals



## KEYS STEPS IN TOOLKIT

**01** — Select site, define challenges and identify stakeholders

**02** — Collect data and evaluate site

- Observations
- Tracking and counting
- Surveys

**03** — Make a place plan

- Place evaluation workshop/game
- Working group sessions, to develop workshop ideas
- Creation of visual concept plan
- Presentation and report to funders, residents and potential partners

**04** — Implement the place plan

- Short-term experiments (Lighter, Quicker, Cheaper)
- Long-term design and management plans

**05** — Assess results and replicate project in other places

Source(s):  
Project for Public Spaces and Metropolitan Planning Council.  
A Guide to Neighbourhood Placemaking in Chicago. 2008.  
<http://www.placemakingchicago.com/guide/>.

Project for Public Spaces. "The Lighter, Quicker, Cheaper Transformation of Public Spaces." Placemaking Resources, <http://www.pps.org/reference/lighter-quicker-cheaper/>. Accessed November 22, 2016.

## LIGHTER, QUICKER, CHEAPER (LQC)

These short-term experiments — or "Lighter, Quicker, Cheaper" (LQC) interventions — refer to simple, temporary and low-cost ideas that can be implemented in a public space. As design plans tend to take a long time to be implemented, LQC interventions can be done in the interim. They offer ways to test new ideas at relatively low risk, demonstrate the potential of a public space, and generate interest and buy-in from the community and investors.

Examples of LQC interventions include: pop-up shops, gardens and outdoor spaces, public art, temporary street closures and block parties. By having the community participate in creating these interventions, the method also helps to generate a sense of ownership towards the space.

This method is also particularly suitable for communities that recognise the need for public space improvements, but lack the immediate resources to execute the full plans. In this way, they can still transform the space, while awaiting larger and more permanent changes in the future.

More details and examples of LQC interventions can be found on the PPS website (<http://www.pps.org/reference/lighter-quicker-cheaper/>).



© Project for Public Spaces



# 09

## DESIGNING WITH PEOPLE

ORGANISATION(S)

**Participate in Design (P!D)**

REGION

**Singapore**

FOR MORE DETAILS:

Participate in Design (P!D)  
51A Bussorah Street  
Singapore 199467  
E-mail: [lets@participateindesign.org](mailto:lets@participateindesign.org)  
Website: <http://participateindesign.org>  
(tools avail. in the book, "Designing with People and Not Just for People" by P!D)



Making design participation accessible to all, by creating opportunities and tools for communities to have a say on their built environment



### TOOLS AND TECHNOLOGY NEEDED

- Banners and stickers, for interactive on-site noticeboards
- Scaled base maps of the neighbourhood site
- Printed materials, posters and images
- Markers, pens, and other writing materials
- Large sheets of paper
- Model making and prototype materials, e.g., cardboard, glue, scissors, X-acto knives
- Art making materials, e.g., outdoor paint
- Camera, voice and video recorders



### SKILLS AND EXPERTISE NEEDED

- Experienced facilitators
- Trained volunteers
- Neighbourhood leaders who know the residents well

## KEYS STEPS IN TOOLKIT

01

### Connect with the local community through pop-ups

- Interviews with local partners
- Community pop-ups

02

### Understand the community's needs and assets

- Interviews with residents
- Walking conversations, to map the neighbourhood
- Observations

03

### Create new solutions with the community

- Community design workshops
- On-site prototypes
- Concept design
- Street polls and workshops, to review design with residents

04

### Deliver the built outcomes

- Design development
- Start of construction
- Art making, to sustain community's interest
- Launch and celebration





### COMMUNITY POP-UPS

Pop-ups can be an effective way of connecting with a community for the first time. They create more open, informal settings for resident participation, reaching out to people who may find traditional or formal participatory methods such as workshops too intimidating or requiring too much commitment.

This approach is often useful at the beginning of the project, to uncover initial responses and trigger early conversations. They can also be used to gather feedback later on in the process, such as at the design review stage. The following examples of community pop-ups are drawn from the Tampines Changkat project, which explored alternative ways to involve the residents in neighbourhood renewal:

#### Organise an “ideas market” in a public space.

Residents and passersby are given sticker cards containing questions, and invited to fill them in with their responses. The questions are carefully phrased to draw out people's experiences and perceptions about the site, rather than “yes/no” answers or wish lists. Facilitators play an important role in engaging participants in further conversations and drawing stories from them.

#### Establish a community noticeboard that can be accessed by all.

All completed sticker cards are put up on large boards or banners, presenting an overview of the prevalent concerns, needs and aspirations of the neighbourhood. These boards or banners are strategically located on site where there is high visibility and foot traffic.

#### Hold a street poll.

To close the loop with residents, it is important to share the findings, insights and ideas that are discovered or developed with the community. The same boards or banners are updated with such information. Residents are then invited to help rank or prioritise the proposed ideas and areas of improvement, given the available budget.

Pop-ups are about going out to meet people where they are. They should always complement more structured, in-depth engagement, such as workshops and interviews. Residents can then decide how and at what level they wish to participate in the project. More details can be found in the book, “Designing with People and Not Just for People” (2016) by P!D.

# 10

## DIE BAUPILOTEN METHODS

### ORGANISATION

**Die Baupiloten  
Architektur**

### REGION

**Germany**

### FOR MORE DETAILS:

Die Baupiloten  
Feurigstraße 54  
Haus 2, Aufgang D  
10827 Berlin  
Tel: (+49) 030 2244 520 0  
E-mail: [post@baupiloten.com](mailto:post@baupiloten.com)  
Website: <http://www.baupiloten.com/en/>



Creating a common language between architects and users, to communicate about spatial qualities, wishes and aspirations for design



### TOOLS AND TECHNOLOGY NEEDED

- Collages and photos
- Physical models
- Pens, markers and papers
- Cameras
- Self-produced game sets for selected methods, that may include: question cards, neighbourhood maps, pictograms and stickers



### SKILLS AND EXPERTISE NEEDED

- Users and neighbours
- Architects, engineers and other consultants
- Facilitators or moderators (usually the architects)
- Client

## KEYS STEPS IN TOOLKIT\*

01

Hold participatory design sessions with users

Methods are categorised into different themes:

**A. Atmosphere methods, to establish forms of communication with the users**

- Workshops with collages and models
- Interviews

**B. Everyday life methods, to observe and document how users interact with their environment**

- Observations
- Shadowing of users
- Deep immersion (e.g., moving into the users' environment to experience their lives first-hand)

**C. "Wunschforschung" or methods, to uncover desires and identify users' needs and aspirations for the design**

- Workshops with games, collages, models
- Storytelling

02

Analyse users' inputs to form architectural conclusions

03

Create concept design

04

Hold further participatory design sessions, to obtain users' feedback on the design

**D. Feedback methods, to ensure that users' inputs are captured in the design**

- Presentation and workshops with photomontages, models, prototypes
- Questionnaires

05

Develop and refine design, including technical design

06

Prepare for and oversee the construction

07

Conduct post-occupancy evaluation (as needed), e.g., survey

\*These methods are meant to be used flexibly, and do not necessarily occur in the order shown. For example, in some projects, Feedback methods may also be used earlier in the process.

## ATMOSPHERE WORKSHOPS

“Atmospheres” offer architects and users a common language to talk about the spatial qualities they desire. Technical drawings, plans and models can often be very daunting for a layperson to understand. In the Atmosphere workshops, visual and tactile tools such as photo collages and models are used instead, so that people can share more easily about what matters to them in a space.

The aim is to gather people’s first impressions of spaces at the start of a project, without entering into a discussion on specific design decisions or more functional aspects. By focusing on building the grounds for future communication, architects can begin to develop a shared understanding of how users perceive their environments. While there are various ways of discussing atmospheres with the users, the following broadly outlines two techniques:

### Ask participants to assign atmospheres to different images.

Prepare different photographs of both architectural and non-architectural environments, and spread them out on a table. Ask participants to sort the photos into different categories, and to find words that best describe each group.

### Get participants to explore the spaces around them.

Have participants move around their neighbourhood with the goal of discovering spaces that are special to them. At these spaces, they are to take photographs that best bring out the qualities of the space, such as materials, colour, light, memories and use. They then arrange the photos into a collage to express their overall impressions.

Using these techniques, participants create “mood boards” which architects can use to develop more concrete proposals. Facilitation is key in applying the Atmosphere methods, and thought needs to be put into how questions are framed to the users. More details and examples of other methods can be found in the book, “Architecture is Participation: Die Baupiloten — Methods and Projects” (2014) by Susanne Hofmann.

# 11

## PARTICIPATORY URBAN PLANNING

### ORGANISATION

**Practical Action**

### REGION

**Kenya; Zimbabwe**

### FOR MORE DETAILS:

Mathew Okello Ondiek  
Practical Action  
Methodist Ministries Centre,  
Block C (1st Floor)  
Oloitokitok Road, off Gitanga Road  
Nairobi  
Kenya  
Tel: (+254) 20 2595311/5  
E-mail: [kenya.general@practicalaction.or.ke](mailto:kenya.general@practicalaction.or.ke)  
Website: <http://practicalaction.org>  
(toolkits avail. for download)



Involving communities in urban planning and development, to improve service delivery in urban areas and their surroundings



### TOOLS AND TECHNOLOGY NEEDED

- Mapping software, e.g., ArcGIS or other open source Geographic Information Systems (GIS)
- Local radio broadcasts, newspapers and noticeboards, for publicity
- Pens, makers and paper
- Flip charts
- Base maps
- Cameras



### SKILLS AND EXPERTISE NEEDED

- Planners, social and development workers, local authority officers, community members and draftsmen, as core facilitation team
- GIS experts, graphic designers and planners, as technical support
- Stakeholders, incl. community-based organisations, NGOs, local authority officers, community members
- Public relations consultants

## KEYS STEPS IN TOOLKIT

01

### Make initial preparations

- Meetings with local community partners
- Publicity to generate community interest

02

### Map local problems and resources

- Stakeholder analysis
- Community and neighbourhood profiling and needs assessment
  - Surveys
  - Focus groups
  - Transect walks

03

### Train stakeholders

04

### Hold community ranking session

- This involves bringing all community members and stakeholders together to look at the needs assessed, and prioritise them by voting.

05

### Create community vision with stakeholders

- Stakeholders meeting

06

### Create action plan with stakeholders

- Workshop or stakeholder meetings

07

### Prepare, draft and present plan to stakeholders for final review

08

### Community adopts and implements plan

- Workshop with community members, agencies and stakeholders
- Formation of a Planning Implementation Committee
- Implementation of priority projects

09

### Conduct participatory monitoring and evaluation



© Practical Action

Source(s):

Okello, Matthew, Isaack Oenga and Paul Chege. *Participatory Urban Planning Toolkit Based on the Kitale Experience*. Practical Action, 2008. <http://practicalaction.org/media/preview/6686/>.

Practical Action Southern Africa. *Community Based Urban Planning Toolkit (CBUPT): A Step-by-step Approach to Community-based Urban Planning and Development in Zimbabwe*. Practical Action, 2012. <http://practicalaction.org/media/view/29979>.



# 12

## PARTICIPATORY ACTION PLANNING

### ORGANISATION

**Development Action Group (DAG)**

### REGION

**Cape Town,  
South Africa**

### FOR MORE DETAILS:

Development Action Group  
101 Lower Main Road  
Observatory, Cape Town  
South Africa, 7925  
Tel: (+27) 21 448 7886  
E-mail: [dag@dag.org.za](mailto:dag@dag.org.za)  
Website: <http://www.dag.org.za> (toolkit avail. for download  
at: [http://www.thehda.co.za/uploads/files/Participatory\\_Action\\_Planning\\_for\\_Informal\\_Settlement\\_Upgrad.pdf](http://www.thehda.co.za/uploads/files/Participatory_Action_Planning_for_Informal_Settlement_Upgrad.pdf))



Enabling citizens to participate in the development process, focusing on the upgrading of informal settlements



### TOOLS AND TECHNOLOGY NEEDED

- Digitalised data
- Baseline maps
- Geographic Information Systems (GIS), developed by technical expert or institutions offices



### SKILLS AND EXPERTISE NEEDED

- Participatory architects and planners, as facilitators
- Development facilitators
- City officials, councillors, ward committees, local NGOs, social movements and Community-Based Organisations (CBOs), as working group or Project Steering Committee (PSC)

## KEYS STEPS IN TOOLKIT

01

### Identify key stakeholders and gain entry to the settlement

- One-on-one meetings with councillors, ward committees and local NGOs
- Workshops with city officials
- Introductory meetings and site visits with Community-Based Organisations (CBOs)

02

### Establish institutional arrangements

- This involves the creation of a working group, a Project Steering Committee (PSC), or a memorandum of understanding.

03

### Implement participatory action planning

- Workshops with residents to identify development priorities, using tools such as
  - Focus group discussions
  - One-on-one interviews
  - Observations
  - Participatory mapping
  - Stakeholder mapping

04

### Hold forums and learning platforms

- Round table discussions
- Multi-stakeholder workshops
- Learning forums for citizens

05

### Develop exit strategy

- This involves preparing residents for possible time-lags between planning and implementation.

06

### Implement the plans with local stakeholders

- Short-term local strategies and urban design frameworks
- Long-term operations and maintenance strategy
- Ongoing monitoring and evaluation

Source(s):

Development Action Group (DAG). *Participatory Action Planning for Informal Settlement Upgrading*. The Housing Development Agency, 2015. [http://www.thehda.co.za/uploads/files/Participatory\\_Action\\_Planning\\_for\\_Informal\\_Settlement\\_Upgrad.pdf](http://www.thehda.co.za/uploads/files/Participatory_Action_Planning_for_Informal_Settlement_Upgrad.pdf).

# 13

## BLOCK BY BLOCK

### ORGANISATION

**UN-Habitat; Mojang**

### REGION

**Nairobi, Kenya; Mexico City; Kosovo; Mumbai and others**

### FOR MORE DETAILS:

United Nations Human Settlements Programme  
P.O. Box 30030  
Nairobi 00100  
Kenya  
Tel: (+254) 20 7623120  
E-mail: [infohabitat@unhabitat.org](mailto:infohabitat@unhabitat.org)  
Website: <http://blockbyblock.org> (detailed manual avail.  
for download at: <http://unhabitat.org/books/manual-using-minecraft-for-community-participation>)



Using the Minecraft game to involve youths in upgrading their public spaces, by visualising their ideas and exploring design alternatives



### TOOLS AND TECHNOLOGY NEEDED

- Minecraft game, where players construct using 3D cubes
- Computers, one per group
- Google Maps, satellite images and plans, to generate base model



### SKILLS AND EXPERTISE NEEDED

- Urban planners, architects and policy makers, for stakeholder presentation
- Youth participants (training provided)

## KEYS STEPS IN TOOLKIT

### 01 — Produce a base Minecraft model of the public space

- This is based on images, plans, Google Maps and other available materials.

### 02 — Minecraft expert provides Minecraft training and support

### 03 — Hold community participation workshops with youths, project staff and partners

- Selection of 30-60 participants living or working in the area
- Training in the basics of Minecraft modelling
- Dialogue on issues regarding public space

### 04 — Brief participants and divide into groups

### 05 — Participants develop their ideas in Minecraft

### 06 — Participants present their proposals to stakeholders

- Stakeholders discuss and agree on the final designs.

### 07 — Minecraft proposals feed into professional design work and budget process

- Space is constructed with funding provided by Block by Block.



© UN-Habitat / Robyn Watson



© UN-Habitat / Pontus Westerberg

Source(s):

Block by Block. "How Does It Work?" Block by Block, <http://blockbyblock.org/how-does-it-work/>. Accessed November 22, 2016.



## SECTION

## V

# RESILIENCE BUILDING: DEVELOPING COMMUNITIES IN THE FACE OF RISK & VULNERABILITY

# 14

## SOCIAL DESIGN FIELD GUIDE

### ORGANISATION(S)

Kota Kita

### REGION

Banjarmasin, Kalimantan,  
Indonesia

### FOR MORE DETAILS:

Yayasan Kota Kita  
Jl. Melon Raya no. 53  
Karangasem  
Surakarta  
Central Java  
Indonesia 57145  
Tel: (+62) 271 710263  
E-mail: Rifai Ahmad, myrifai78@gmail.com  
Website: <http://www.kotakita.org/project-firm-foundation.html> (Social Design Field Guide avail. for download)



Incentivising residents to help tackle water-related vulnerabilities and improve riverfront public spaces, through an urban design competition format



### TOOLS AND TECHNOLOGY NEEDED

- Markers, pens, and other writing materials
- Large sheets of paper
- Scaled base map of neighbourhood, from Geographic Information Systems (GIS) or AutoCAD
- Scaled physical model of neighbourhood
- Model making materials, e.g., cardboard, wood, foam, string, beads, glue, scissors
- Cards printed with images of programmes, for the Card Game
- Camera
- Easels and exhibition stands



### SKILLS AND EXPERTISE NEEDED

- Trained workshop facilitators
- Neighbourhood leaders who know the residents well
- Residents who are familiar with local construction methods

## KEYS STEPS IN TOOLKIT\*

01

### Create competition format

02

### Identify project site with local government

- A discussion with the budgeting department allows the team to understand where the project could support areas where investments are already being made.

03

### Conduct early fieldwork, generate interest, and build trust

- Surveys on social and economic conditions
- Meetings with neighbourhood leaders
- Deep immersion (e.g., living in the neighbourhood)
- Transect walk

04

### Set up the competition

- Neighbourhood leaders identify and invite residents
- Organise residents in groups

05

### Conduct neighbourhood workshop-cum-competition

- Gallery Walk
- Neighbourhood Model & Model Making
- Problem Tree
- Card Game

06

### Jury decides on winning idea to build

- Competition jury members could include government officials and other key decision makers.

07

### Develop the winning idea for construction

- Further site surveys
- Meetings with residents
- Observations
- Learning of local construction methods from residents

\*Based on the Firm Foundation project





### NEIGHBOURHOOD WORKSHOP-CUM-COMPETITION

The format of an urban design competition is often used by government agencies, to generate ideas among planners and architects. In a neighbourhood setting, it can be adapted and combined with a community workshop to encourage residents to take part in creating solutions for their own environment.

In the Firm Foundation project, participatory design tools are used throughout a three-day workshop held in a local community space. Neighbourhood leaders are tasked with identifying residents for the workshop, and help to ensure that there is diverse representation from the community.

#### Start with the larger scale of urban design.

Use visual methods like sketches and neighbourhood models to communicate the bigger context, such as the government's planning goals and local environmental issues. Participants can then visualise how different areas and scales are connected, identify problems to solve, and agree on a set of principles to guide the rest of the workshop.

#### Involve participants in brainstorming new programmes for the neighbourhood.

Next, get participants to identify sites in the neighbourhood that are most affected by these problems, and discuss how new programmes could address them. Facilitate brainstorming using interactive methods like a Card Game — where different cards represent various programmes that can be placed on the neighbourhood model. By the end of this stage, participants are to select one site to work on further.

#### Delve deeper into the smaller scale, through new design proposals.

Finally, participants develop a new design for their selected site, where they incorporate their proposed programmes. This can be done by making changes to the Neighbourhood Model using simple materials. Seek the participants' agreement on the judging criteria, before they present their ideas to the competition jury.

More details on individual participatory design methods and tools, such as the Card Game and Neighbourhood Model, are documented in the Social Design Field Guide. The Guide also includes other useful tips to encourage resident participation.



© Kota Kita

Source(s):

Shay, Alice, Michael Haggerty and Stephen Kennedy. *Social Design Field Guide: A Handbook from Experiences in Participatory Design in Indonesia*. Firm Foundation, 2013.

# 15

## COMMUNITY BASED DISASTER MANAGEMENT

### ORGANISATION(S)

**Seeds**

### REGION

**India**

### FOR MORE DETAILS:

#### SEEDS

15/A, Institutional Area

R.K. Puram Sector-4

New Delhi -110022

India

Tel: (+91) 11 26174272

E-mail : [info@seedsindia.org](mailto:info@seedsindia.org)

Website: <http://www.seedsindia.org>



Helping vulnerable communities take the lead in disaster management, by focusing on local needs and motivating individuals to understand risks and take action



### TOOLS AND TECHNOLOGY NEEDED

- “Scalogram method” of quantifying vulnerability and hazards, based on the Marshall’s Centrality Index
- Base map of the area
- Satellite imageries
- Geographic Information Systems (GIS) maps
- Markers, pens, paper



### SKILLS AND EXPERTISE NEEDED

- Community-Based Organisations (CBOs), who can be entrusted with implementing the process
- Trainers with expertise in disaster risk assessment and planning



## KEYS STEPS IN TOOLKIT\*

### 01 — Select the community at risk

### 02 — Build the risk profile of the community

- Identification of area and scale of intervention
- Collection of secondary data
- Categorisation of high, moderate and low risk areas

### 03 — Identify risk hot spots

- Quantifying of vulnerability and hazards
- Identification of the most vulnerable area

### 04 — Conduct community risk assessment through Participatory Rural Appraisal (PRA) methods

- Vulnerability and Capacity Assessment (VCA)
- Stakeholder analysis
- Identification of Community-Based Organisations (CBOs)

### 05 — Plan community risk management

- Disaster management planning
- Training and capacity building

### 06 — Community leads implementation of plans

## PARTICIPATORY RURAL APPRAISAL (PRA)

Participatory Rural Appraisal (PRA) methods are used to collect a variety of data from communities, and create ways for them to take part in decision making. For vulnerable communities in disaster-prone areas, they are often able to contribute what they know about the local environment, as well as the history and impact of disasters. It is important for local members of these communities to be involved in collecting and analysing such data, with those outside the communities facilitating.

In assessing a community's risks to disasters, these methods can be combined, modified or adapted in different ways. Some fundamental methods include: direct observations, semi-structured interviews, mapping, activity calendars, matrix ranking or scoring, and workshops with the local community. Details on each method can be found in the Handbook.



© SEEDS / Siddharth Behl, 2014



© SEEDS / SEEDS Team, 2009

\* Based on the handbook, Community as First Responder by SEEDS

Source(s):  
SEEDS. *Community as First Responder: Building CBDM Capacity at a District Level*. SEEDS, 2009. <http://www.seedsindia.org/pdf/cbdrm%20manual%20low.pdf>.

# 16



## BUILDING COASTAL RESILIENCE

### ORGANISATION(S)

Regional Institute for  
Population Studies (RIPS),  
University of Ghana;  
Climate & Development  
Knowledge Network  
(CDKN)

### REGION

Ghana

### FOR MORE DETAILS:

Regional Institute for Population Studies (RIPS)  
University of Ghana  
P.O. Box 96  
Legon  
Ghana  
Tel: (+233) 21 774070  
E-mail: dbdovie@ug.edu.gh  
Website: [http://cdkn.org/resource/inside-story-coastal-resilience-through-an-integrated-approach-ghana/?loclang=en\\_gb](http://cdkn.org/resource/inside-story-coastal-resilience-through-an-integrated-approach-ghana/?loclang=en_gb)

Bringing policy-makers  
and community leaders  
together to share their  
learnings on managing  
climate-related risks in  
coastal areas



### TOOLS AND TECHNOLOGY NEEDED

- Community-based Risk Screening Tool for Adaptation and Livelihoods (CRiSTAL), a desktop application to assess climate hazards and develop strategies (<http://www.iisd.org/cristaltool/>)



### SKILLS AND EXPERTISE NEEDED

- Trainers with experience in CRiSTAL tool
- Community leaders with knowledge on CRiSTAL tool (training provided)
- Resilience and climate experts
- Multi-stakeholder teams comprising local government representatives, community leaders, civil society organisations and NGOs

## KEYS STEPS IN TOOLKIT

01

### Train community leaders on the CRiSTAL tool

- This project planning tool helps in identifying priorities for climate adaptation.

02

### Community leaders conduct community-based assessment

03

### Hold policy round tables with government, academic and community stakeholders

- Discussions on assessment outcomes
- Review of existing development policies
- Outlining of action plans

04

### Organise field trips to communities

- These help policy-makers to experience the actual impacts of climate change, and empathise with the local communities.

05

### Community prepares contingency plans

06

### Validate site-level information

07

### Use outputs to influence policy-making

- District and regional platforms to identify policy challenges
- National-level policy round tables to present outputs with national ministries

Source(s):

Dovie, Delali B.K., Felix Nyamedor and Enoabasi D. Anwana. "Building Coastal Resilience Through an Integrated Approach: Lessons from Ghana." *Inside Stories on Climate Compatible Development*. Climate and Development Knowledge Network (CDKN), August 2014.  
<http://cdkn.org/wp-content/uploads/2014/09/Building-coastal-resilience-through-an-integrated-approach-Lessons-from-Ghana.pdf>.

## 17

ASF  
PARTICIPATE

## ORGANISATION(S)

Architecture Sans  
Frontières-UK

## REGION

Ecuador; India;  
South Africa; others

## FOR MORE DETAILS:

Architecture Sans Frontières-UK  
Impact Hub Islington  
5 Torrens Street  
4th Floor  
London  
EC1V 1NQ  
E-mail: [info@asf-uk.org](mailto:info@asf-uk.org)  
Website: <http://www.asfparticipate.org>  
(full toolkit avail. for download)



Engaging citizens  
in the architecture  
design process, to  
transform contested  
environments for  
those who are  
marginalised or living  
in poverty



## TOOLS AND TECHNOLOGY NEEDED

- Markers, pens, papers, and general writing and drawing materials
- Physical model of neighbourhood
- Visual aids like photos
- Cardboard, stickers and other simple materials to create various interactive games and activities



## SKILLS AND EXPERTISE NEEDED

- Trained facilitators

## KEYS STEPS IN TOOLKIT\*

01

### Get to know the context

- Initial field visits
- Casual conversations
- Observations

02

### Map the context

- Interactive games, to learn about children's experiences
- Visual tools, for residents to identify positive and negative spaces
- Facilitated discussions
- Written and verbal surveys

03

### Identify risks and agency

- Activity boards and image cards, to learn about community priorities
- Written surveys
- Public events featuring neighbourhood models
- Mapping of local resources, based on visits to local craftspeople and suppliers

04

### Dream

- Drawing exercises
- Visual tools, to explore residents' aspirations
- Interactive street installations, to gather thoughts for the neighbourhood

05

### Develop options

- Interactive games and scaled models, for residents to evaluate community implementations
- Focus group discussions

06

### Define routes

- Production of various neighbourhood scenarios for discussion with residents, using drawings and plans
- Visual tools, for residents to evaluate planning options

\* The ASF Participate toolkit is presented as a collection of methods adapted from Participatory Rural Appraisal tools. These methods are categorised into different stages (as shown) and scales (dwelling, community, city, and policy), and are meant to be used flexibly.



© ASF-UK Photo taken in Leh, India 2011

Source(s):

Architecture Sans Frontières United Kingdom. "Los Pinos, Ecuador 2013." ASF Participate, <http://www.asfparticipate.org/past-workshop-structures/los-pinos-ecuador-2013/>. Accessed November 22, 2016.



[illegible]

© ASF-UK Photo taken by Isis Nunez Ferrera, in Salvador de Bahia, Brazil 2010



# 18

## SEMILLAS' METHODOLOGY

### ORGANISATION

**Semillas**

### REGION

**Peru**

### FOR MORE DETAILS:

Asociación Semillas para el Desarrollo Sostenible  
Perene  
236 Pangoa  
E-mail: [info@semillasperu.com](mailto:info@semillasperu.com)  
Website: <http://www.semillasperu.com/en>



Establishing educational infrastructure in rural areas of the Amazon forest, with community participation throughout the project



### TOOLS AND TECHNOLOGY NEEDED

- Markers, pens, papers, and general writing and drawing materials



### SKILLS AND EXPERTISE NEEDED

- Trained facilitators, with experience in PRA
- Master builders in the community
- Residents to help with the construction

## KEYS STEPS IN TOOLKIT

### 01 — Identify the project

- This is done through research and consultation with the Ministry of Education.

### 02 — Conduct community diagnosis

- Participatory Rural Appraisal (PRA), to understand local problems and dynamics
- Production of action plan by the community
- Participatory design workshops with the community

### 03 — Execute the project

- Development of architecture layout
- Forming and training of a local work team
- Participatory construction, where citizens take part in building the facility

### 04 — Monitor the project

- Biannual visits, to monitor the use, maintenance, and administration of the facility



© Semillas



© Semillas



© Semillas

Source(s):

Asociación Semillas para el Desarrollo Sostenible. "Intervention Methodology." *Semillas: Portfolio*, 2016. [https://issuu.com/semillasperu/docs/semillas\\_portfolio](https://issuu.com/semillasperu/docs/semillas_portfolio).



# COLLABORATIVE DECISION- MAKING: DEEPENING DEMOCRACY IN THE PLANNING PROCESS

# 19

## COMMUNITY PLANNER TRAINING PROGRAMME

### ORGANISATION(S)

Building and Planning  
Research Foundation,  
National Taiwan University

### REGION

Taiwan; China

### FOR MORE DETAILS:

Building and Planning Research Foundation (BPRF)  
National Taiwan University  
4F., No.148,  
Sec. 4, Keelung Road  
Da'an District  
Taipei City 106  
Taiwan (R.O.C.)  
Tel: (+886) 02 2366 0533  
E-mail: Kcliu1944@gmail.com (John K.C. Liu,  
Chair of BPRF); yuhjean@gamil.com (Yuchen Chen)  
Website: <http://www.ntu-bprf.org>



Developing a capacity-  
building program  
to advance the  
community planning  
skills of professionals,  
NGO workers, and  
local residents



### TOOLS AND TECHNOLOGY NEEDED

- Basic visual communication tools, e.g., pencil, paper, camera, physical model making
- Basic data processing software, e.g., Microsoft Word and Powerpoint



### SKILLS AND EXPERTISE NEEDED

- Participants (mix of professionals, NGO workers and local residents) trained in skills such as: observation and listening; empathy, role-playing and story-telling; communications and facilitation; site analysis and problem identification; project organization and management

## KEYS STEPS IN TOOLKIT

01

### Develop training program, with government sponsorship

- This involves planning the mix of students, interactions between lectures and hands-on practice, and session details.

02

### Invite applications from target communities

- 60-80 participants from various backgrounds are selected annually.

03

### Participants attend weekly lectures and workshops

- These take place over 16 weeks, mostly on weekends at venues such as local community centers, and include:
  - Lectures by experienced professionals and NGO workers
  - Weekly assignments on communication skills, and analytical and participatory tools

04

### Participants work with local community

- On-site surveys and tours, conducted by residents
- Identification of problems, through residents' viewpoints
- Forming of work teams with residents, to develop solutions

05

### Participants exchange learnings

- Exchange visits to other communities

06

### Participants review and implement solutions with residents

- Presentation and exhibition, for residents' feedback
- Allocation of budget, material and human resources, by community
- Project implementation over 6-8 months, by project team with facilitators assisting
- Project inspection and approval, with residents

07

### Participants become facilitators in the following year's training program



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# 20

## COMMUNITY DESIGN

### ORGANISATION(S)

Studio L

### REGION

Japan

### FOR MORE DETAILS:

Studio L  
51 Kitaumeda Bldg.  
2-8-15 Shibata  
Kita-ku  
Osaka City  
Osaka 530-0012  
Japan  
Website: <http://www.studio-l.org/en>



Connecting locals and experts, finding out people's needs and wants, and developing communities to manage and sustain solutions



### TOOLS AND TECHNOLOGY NEEDED

- Workshop materials



### SKILLS AND EXPERTISE NEEDED

- Team members with facilitation, communication and design skills

## KEYS STEPS IN TOOLKIT

01

### Understand the area and community

- Desktop research
- Interviews and field work

02

### Nurture the initiative of community members

- Workshops, for local residents and organisations to express their ideas for the project (e.g., space, town plan, community programme)

03

### Create consent within the community

- Workshops (6 months to 1 year), to relate residents' ideas to experts, professionals and relevant organisations, and agree on solutions
- Team building activities, for interested residents to form teams and start their proposed community programmes

04

### Support teams in running their programmes

- Interested individuals form a club with regular meetings, to work on:
  - Training and research on similar programmes
  - Testing the programme, by organising a trial
  - Applying for awards
  - Initiating projects by themselves
  - Recruitment of new members (older members “graduate” from the system for newer members to take over)
  - Fundraising to sustain programmes



© Studio L



© Studio L

Source(s):  
Deno, Noriko. E-mail interview. December 7, 2016.

Studio L. “About Us.” Studio L, <http://www.studio-l.org/en>. Accessed November 22, 2016.



# 21



## PARTICIPATORY BUDGETING PROJECT

### ORGANISATION(S)

The Participatory Budgeting Project (PBP)

### REGION

USA and Canada; originally from Brazil; others

### FOR MORE DETAILS:

The Participatory Budgeting Project  
540 President St, 1st Floor  
Brooklyn  
NY 11215  
USA  
Tel: (+1) 347 652 1478  
E-mail: [info@participatorybudgeting.org](mailto:info@participatorybudgeting.org)  
Website: <http://www.participatorybudgeting.org>  
(with tools and resources avail. for download, including guides and sample materials)

Creating equitable and effective ways of managing public money, where community members directly decide how to spend part of public budgets



### TOOLS AND TECHNOLOGY NEEDED

- Printed materials, e.g., ballots, brochures, flyers
- Images and videos, to communicate PBP process
- Policy briefs



### SKILLS AND EXPERTISE NEEDED

- Community organisations who can mobilise the community
- Champions among government officials
- Residents as volunteer delegates
- Technical experts to provide budgeting advice

## KEYS STEPS IN TOOLKIT

01

### Build the support of decision-makers

- Find champions within government officials who control budget funds
- Identify community groups to help mobilise the community

02

### Plan the process

03

### Organise neighbourhood assemblies to collect ideas

- Introduce residents to the PBP process
- Residents brainstorm and propose ideas and priorities for the budget
- Interested residents sign up as volunteer delegates

04

### Hold delegate meetings to turn ideas into concrete proposals, where delegates:

- Develop project proposals based on the ideas
- Work out project costs, with the help of city agencies and technical experts
- Present proposals for residents' feedback

05

### Put projects up for voting

- Residents vote for projects that they think should be funded
- Projects with the most votes are included in the city budget

06

### Construct the idea

- City agencies build or implement the selected projects



© Participatory Budgeting Project, [participatorybudgeting.org](http://participatorybudgeting.org)



© Participatory Budgeting Project, [participatorybudgeting.org](http://participatorybudgeting.org)

#### Source(s):

Participatory Budgeting New York City. *Real Money, Real Projects, Real Power*. PBNYC, 2012. [http://www.participatorybudgeting.org/wp-content/uploads/2012/07/Final\\_corrected\\_white.pdf](http://www.participatorybudgeting.org/wp-content/uploads/2012/07/Final_corrected_white.pdf).

Participatory Budgeting Project. *Organising for Participatory Budgeting: How to Start Participatory Budgeting in Your Community*. PBP, September 2014.

# 22

## URBAN CO-CREATION

### ORGANISATION(S)

Supertanker

### REGION

Copenhagen, Denmark

### FOR MORE DETAILS:

Supertanker  
Vermlandsgade 61, 1.sal  
Copenhagen  
Denmark  
mail@supertanker.info  
E-mail: mail@supertanker.info  
Website: www.supertanker.info,  
www.facebook.com/Supertanker.Denmark



Developing communities and mediating conflicts in urban development, through community dialogues, collective visioning, and a unique “court case”



### TOOLS AND TECHNOLOGY NEEDED

- Audio-visual recording equipment and systems
- Writing and drawing materials
- Large venue with auditorium and smaller workshop rooms
- General workshop materials, e.g., markers, papers
- Furniture making materials, e.g., wood



### SKILLS AND EXPERTISE NEEDED

- Journalists
- Local citizens, experts and public officers, who can represent the range of perspectives
- Local media
- Experienced facilitators
- Event organisers
- Community members and students from local schools

## KEYS STEPS IN TOOLKIT\*

01

### Conduct conversations with local people

- This is to gather local knowledge, and understand networks and relationships in the community.

02

### Hold on-site workshops with local students and citizens

- Participants generate new ideas and determine priorities for the community.

03

### Co-produce urban furniture and spaces

- Projects include working with local craftsmen and communities to conceptualise and build public furniture for the local park, and designing and building new interiors with users of the local community centre.

04

### Celebrate the outcomes with a festival

05

### Conduct Free Trial!

- This centres on conflicts in urban development. In this instance, it was used to explore the issues between new and wealthy residents, marginalised groups, and philanthropic organisations in the neighbourhood.

06

### On-site teaching activities

- Tutorials and workshops on urban development and politics
- Conversations
- Exhibitions

\* Based on the 'Room for Difference in Vesterbro' project from 2012 to 2014. Vesterbro is a former working-class neighbourhood in central Copenhagen that has been undergoing gentrification in recent decades.



### FREE TRIAL!

The Free Trial! method is suitable for high-conflict situations in urban development. It has been used in multiple instances where citizens or interest groups were highly opposed to the developers' or government's regeneration plans for an area. The court case-cum-workshop format allows participants to re-examine their own positions at a critical distance, and discover underrepresented sides to the issue.

#### Initiate the process with the local community

Clarify the exact nature of the conflict, and identify which local interests ought to be present or represented, through ongoing dialogues. Prepare the agenda for the "trial" in the form of a "legal brief". This should include a short summary of the conflict, the two opposing perspectives, and the sub-themes of the conflict.

#### Organise a public hearing in the form of a mock court case.

Gather the following participants: two "lawyers" (typically journalists), each advocating an opposing side of the conflict; six to eight "witnesses" (such as experts and those central to the conflict), to represent the different local interests and issues; and a "jury" of participants, to create a "verdict" or action plan.

#### Hold the mock court case-cum-workshop.

The two "lawyers" present their case and cross-examine the "witnesses". The mock trial is followed by a workshop, where the "jury" debates on all the arguments presented, and form a set of proposals or action plan. Set aside two days for this.

#### Build on the outcomes to develop an action plan.

Document the discussion and results from the mock court case and workshop, and use them to develop a proposal or action plan for implementation.

This method can be used as part of a longer, ongoing participatory process. It is important for the project team to create a tangible presence within the community over a sustained period of time. This often results in stronger partnerships and trust between the community and project team.

#### Source(s):

Larsen, Jan Lilliendahl. E-mail interview. December 7, 2016 and January 12, 2017.

Brandt, Jens, Martin Frandsen and Jan Lilliendahl Larsen. "Supertanker: In Search of Urbanity." ARQ, vol. 12, no. 2, 2008, <https://supertanker-info.files.wordpress.com/2009/03/supertanker-in-search-of-urbanity.pdf>. Accessed November 22, 2016.





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# 23

## CITY GAMING

### ORGANISATION(S)

**Play the City**

### REGION

**Netherlands; Turkey;  
Others**

### FOR MORE DETAILS:

Play the City  
Piet Heinkade 179  
1019 HC Amsterdam  
Tel: (+31) 6 41415959  
E-mail: [info@playthecity.eu](mailto:info@playthecity.eu)  
Website: <http://www.playthecity.nl> and  
<http://www.gamesforcities.com>



Using games to facilitate collaborative city design and planning, through simulating real-world negotiations and decision-making



### TOOLS AND TECHNOLOGY NEEDED

- Physical game table, consisting of 3D scale model and model elements
- Video camera fixed to a tripod, to record top view of the game table
- Dynamic camera, to record players' conversations and take photographs
- Role cards (optional)
- Social network website, to document game sessions for interaction and inputs



### SKILLS AND EXPERTISE NEEDED

- Referee or game master, familiar with game dynamics and perceived as neutral by all players
- Real-world stakeholders, e.g., politicians, residents, contractors, NGOs, housing administration (alternatively, players can represent various stakeholder profiles)

## KEYS STEPS IN TOOLKIT

### 01 — Identify and map key stakeholders

- Field surveys
- Interviews
- Meetings with stakeholders
- Play sessions in public spaces, to gather residents's inputs
- Analysis of data
- Mapping of stakeholders' powers and interests
- Development of game concept
- Documentation on website

### 02 — Create and play City Game

- Development of game interface
- Game and players set-up
- Playing of game
- Documentation of game session

### 03 — Translate into action plan

- Analysis of game sessions
- Development of insights and opportunities, to inform real-world plans and decisions



© Play the City



© Play the City



© Play the City





### CITY GAMING

Games can be a powerful tool to help different stakeholders achieve consensus and test alternative scenarios. They offer a common language for people of different backgrounds, from experts to residents, to communicate with one another and visualise their ideas. At the same time, they simulate negotiations and decision-making related to the physical environment, and can help to inform actions and strategies in the real world.

The city gaming method has been adapted for various contexts and urban issues. These are some common steps and aspects involved:

#### Create and set up the game interface.

This usually takes the form of one or more physical scale models of the site chosen for development, with other model elements that represent living, working and retail spaces. Select a suitable scale for the model — the smallest unit should still be comfortable enough for players to handle.

#### Organise the players' roles.

Depending on the objectives, players either play themselves, exchange roles, or play a specific role. For example, an expert can be assigned to play as a resident, with the help of a role card or resident profile that is based on earlier research. Real-world data can be summarised using infographics and other visual aids, to provide important context.

#### Let players modify or add game rules as they play.

Devise a set of rules to start off the game. These could govern how participants play (e.g., in sequence, simultaneously), whether they have to respect previous decisions, how they design (e.g., rules for density, building height, access), and how they work together (e.g., rules to approve decisions). Players can modify these rules in the process of playing, or add new ones as a group.

#### Observe and analyse how people play.

Players develop the given site by placing the model elements on the scale model, to visualise their intentions. They have to interact, negotiate, debate and react to other players' decisions. Multiple rounds can be played. Their interactions need to be recorded, observed and analysed, to help inform actual plans for the site.

An online platform can also accompany the analogue game setting. For example, in Play Noord (Amsterdam), a website with social networking functions helped to connect the game to people who were not physically present. Players documented their own moves on the website, for others to access and comment. More details can be found in the book, "Negotiation and Design for the Self-Organising City" (2014) by Ekim Tan.

#### Source(s):

Tan, Ekim. "Negotiation and Design for the Self-Organising City: Gaming as a Method for Urban Design. A+BE, no. 11, 2014, <http://abe.tudelft.nl/index.php/faculty-architecture/article/view/tan>. Accessed November 22, 2016.

Tan, Ekim. "City Gaming Method." *Play the City*, <http://www.playthecity.nl/17300/en/city-gaming-method>. Accessed November 22, 2016.

# 24

## PEOPLE MAKE PARKS

### ORGANISATION(S)

**Hester Street  
Collaborative;  
Partnerships for Parks**

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### REGION

**New York City, USA**

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### FOR MORE DETAILS:

Le'alani Boykin  
Partnerships for Parks  
830 5th Ave  
New York  
NY 10065  
USA  
E-mail: [LSBoykin@cityparksfoundation.org](mailto:LSBoykin@cityparksfoundation.org)  
Website: <http://peoplemakeparks.org>  
(with detailed toolkit avail.)



Helping communities  
to participate in  
designing, building  
and caring for  
better parks



### TOOLS AND TECHNOLOGY NEEDED

- Pens, markers
- Large paper and foam boards
- Coloured stickers (for voting)
- Art and model making materials
- Printed materials, e.g., signs, fliers, survey forms



### SKILLS AND EXPERTISE NEEDED

- Citizens, park groups and/or volunteer community groups
- City officials who allocate funds for capital projects
- Parks department and park's manager
- Other organisations involved in the approvals process
- Designers (assigned by Parks department)

## KEYS STEPS IN TOOLKIT\*

### 01 — Advocate for funding

### 02 — Gather input

- Mapping
- Model making
- Voting boards
- Questionnaires
- Walking tours
- Interviews and conversations
- Interactive games
- Visioning activities

### 03 — Make a mark on the park

- Hands-on projects, to connect people to the space (e.g., planting trees, painting benches)

### 04 — Share inputs with stakeholders

- This is done at the scope meeting, which signifies the official start to the project and is hosted by the Parks office.

### 05 — Give feedback on the design

- The design team develops the concept and presents a preliminary design for approval, before it is further developed and constructed.

### 06 — Stay involved during construction

- Posters and fliers, to share about how community input has shaped the design, or identify other interim park facilities

### 07 — Celebrate the opening of the new park

### 08 — Care for the park

- Formation or expansion of a Friends of the Park group to help maintain and programme the park

\* This process ties in specifically with the Capital Process by the New York City Department of Parks and Recreation (NYC Parks). It may need to be adapted for the working timelines or processes in each city or district.



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Pulse Lab Jakarta is grateful for the generous support of the Government of Australia