L E D
Landscape Education for Democracy

COMMUNITY DESIGN

Methods for *purposefully* engaging communities
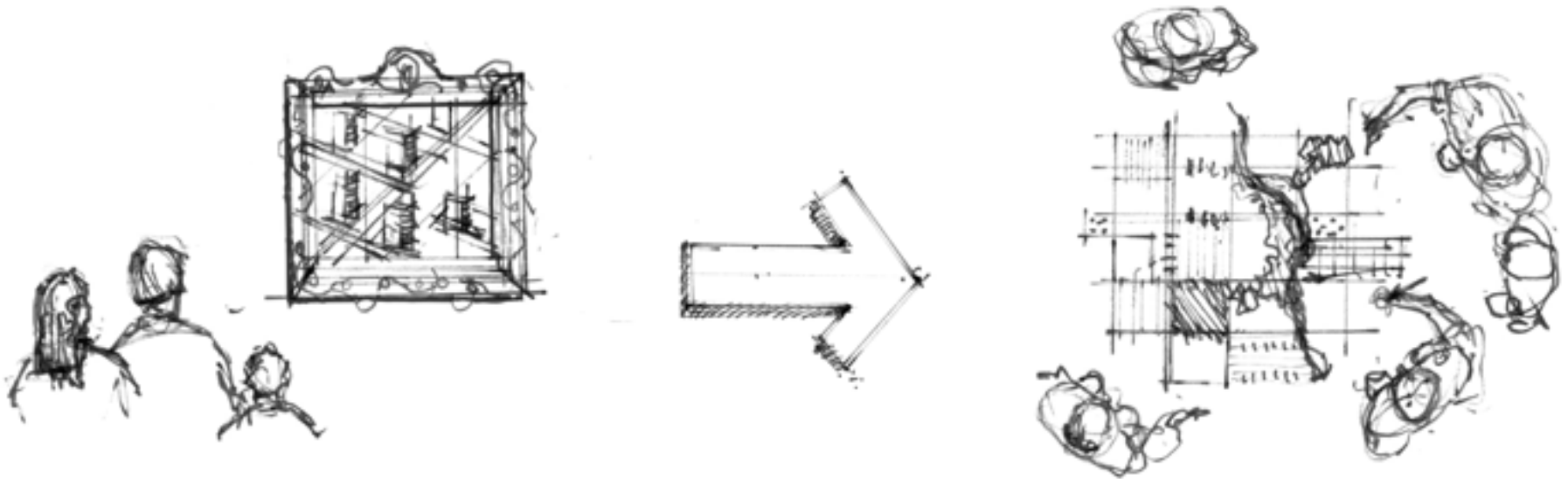
Prof. Deni Ruggeri   **LED Seminar – Spring 2017**
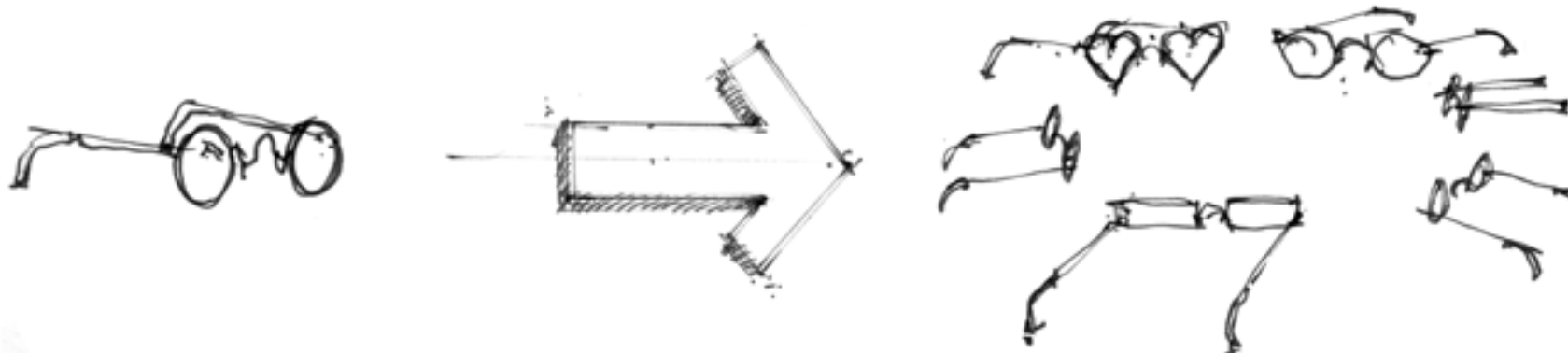
Participatory Action Research
From end users to partners & co-creators

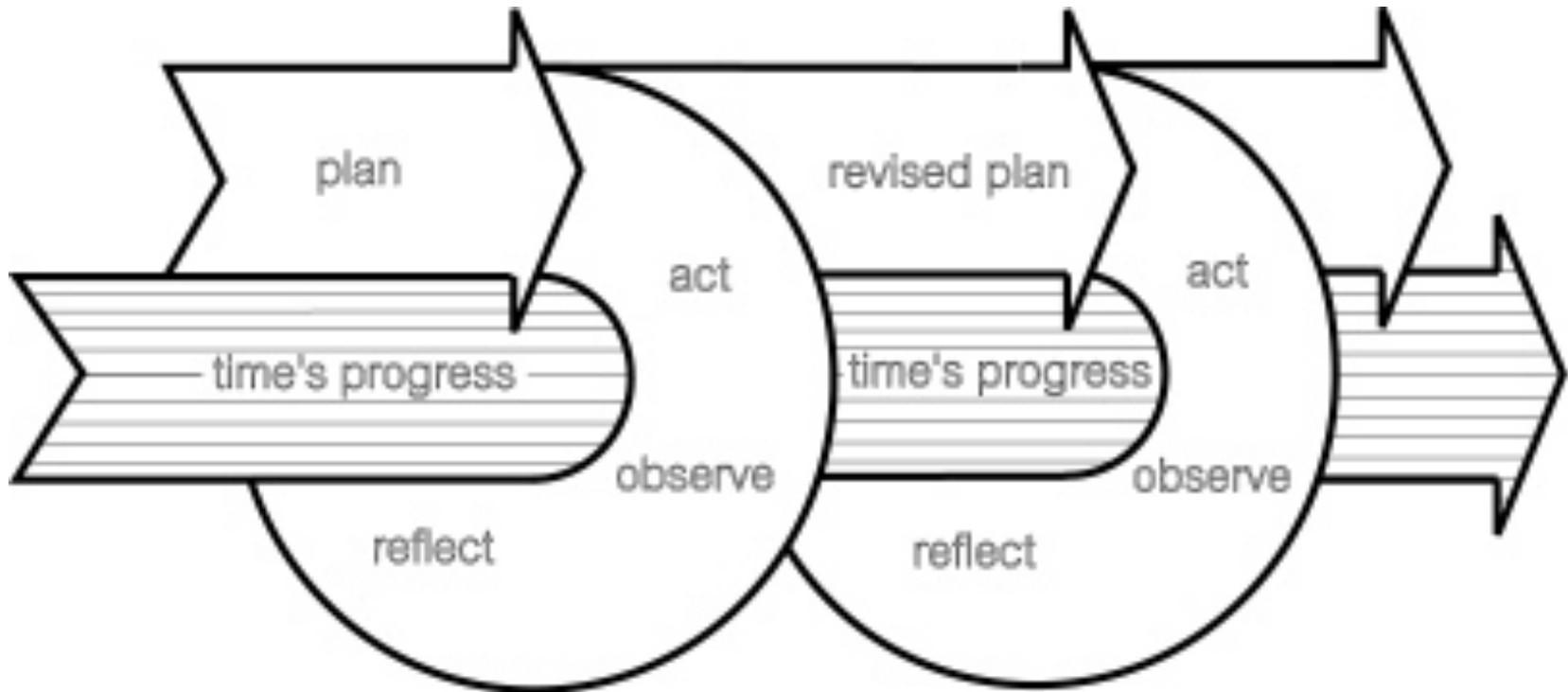**From expert master planning to "co-designing" strategic visions**

From 'expert knowledge to 'local wisdom'

Participatory Action Research
Engagement is an iterative process

Engaging users as partners in the design/planning process

- Engaging the public requires a purpose
- This is dependent on the stage in your process and the 'research question' you will need to identify
  - In the analysis stage, as a way to give us an 'insider's' view into the identity of a place
  - In the goals setting stage, as a way to understand/resolve/ find consensus conflicting views
  - In the design stage, as a way to establish a program for a site/sites
  - In the design development stage, as a way to test 'options'/ alternatives
  - Throughout the design process, as a way to tap into local knowledge

Problem: **Change is coming to a community that is reflected in environmental change**

Topic: Place identity. the physical qualities that make a place unique

Question:

Which physical elements and design qualities represent the identity of the community and tell a story of 'continuity?

Method: walking tours; cognitive mapping; intercept interviews; discourse analysis; sacred structure maps

Curious Terrain

For Explorers of Curious Terrain

Choose a place. Go there.

Choose or randomly draw one or more DISCOVER cards.

Choose or randomly draw one or more RECORD cards.

Optional: Choose or randomly draw one or more WILD cards.

Use these cards as inspiration for exploring your chosen place, and for sharing what you find with others.

SOUND
What do you hear?
What is the musical score of this place?

Listen as you move around.
Listen as you remain still.

Identify the sounds you hear.
Discover the layers of sound.
The interplay of sounds.
Learn the rhythms and melodies.

Investigate how sound reflects off surfaces. How it is muted and accentuated by materials.

Determine the soundtrack to this place, choosing the songs that seem most fitting, or composing your own.

DISCOVER Sensation

COLLAGE
Weave together words and images that you have created or found.

A collage may be realistic, abstract or surreal. It can be impressionistic, nostalgic or futuristic.

Collect and create words and images.
Photocopy. Trace. Draw. Redraw.

Cut. Tear. Shred. Glue.
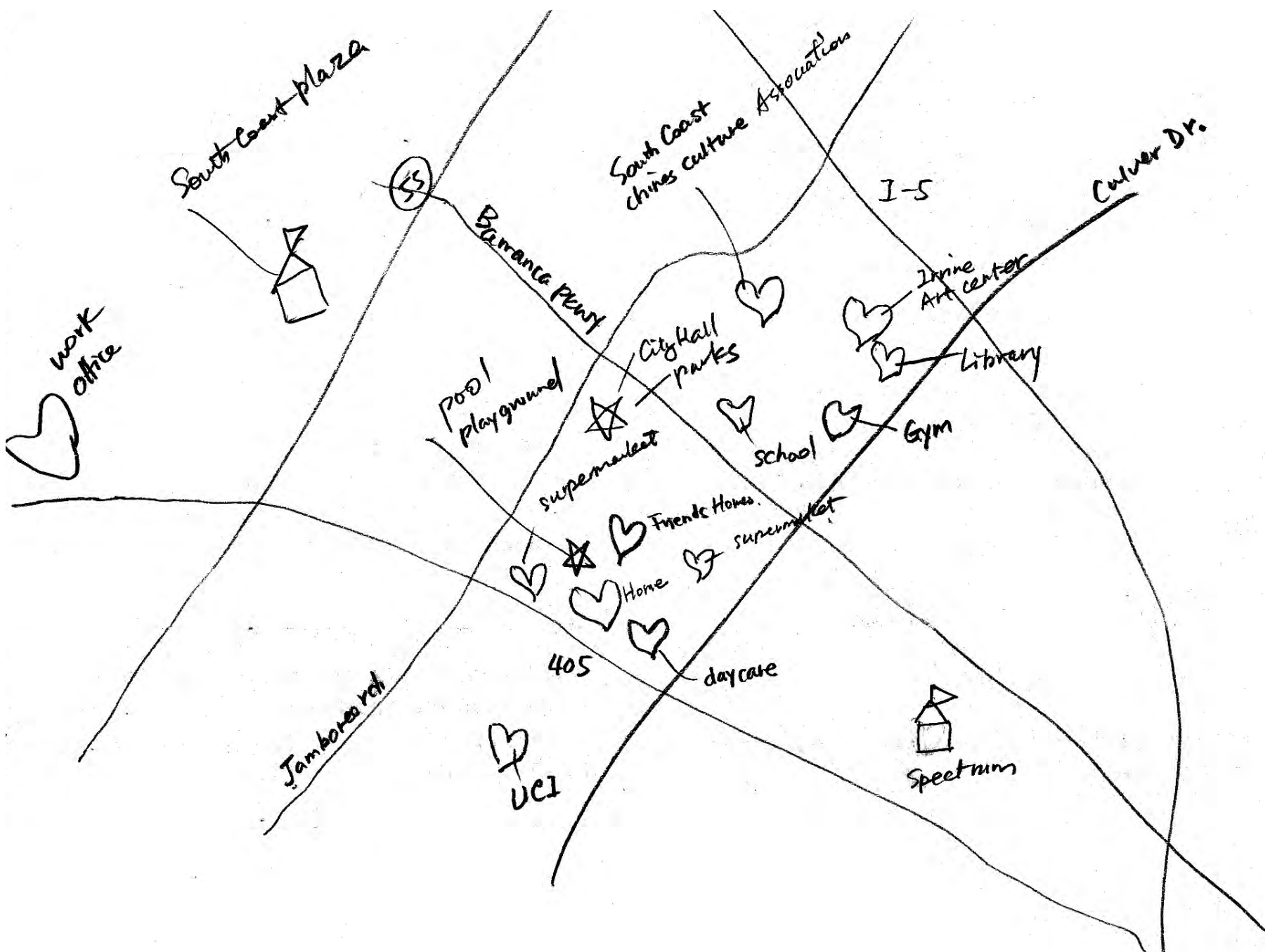Overlap. Layer. Hide. Reveal.

Consider your hierarchy of words and imagery, and the way the various elements relate to each other.

Your collage should be larger than the sum of its parts.

RECORD

Jenny Marx | **Curious Terrain** | The Art Of Imagining Places | www.Curiousterrain.com

South Coast plaza

South Coast
chines culture Association

I-5

Culver Dr.

55

Barranca Pkwy

work
office

Irvine
Art center

Library

City Hall
parks

Pool
playground

supermarket

School

Gym

Friends Homes.

Home

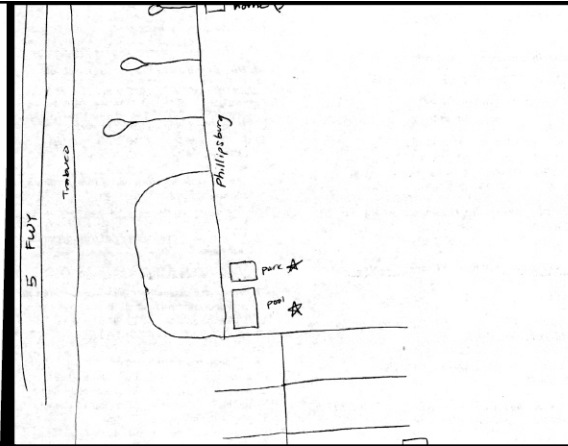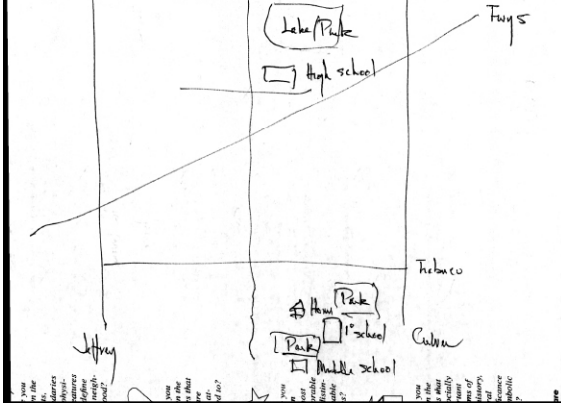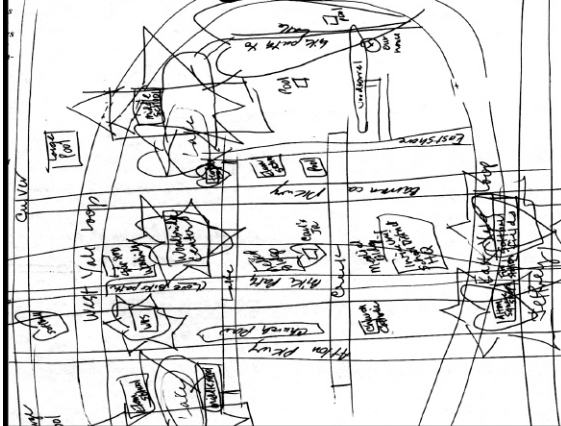supermarket

405

daycare

Jamboree rd

UCI

Spectrum

Northwood

Woodbridge

Westpark
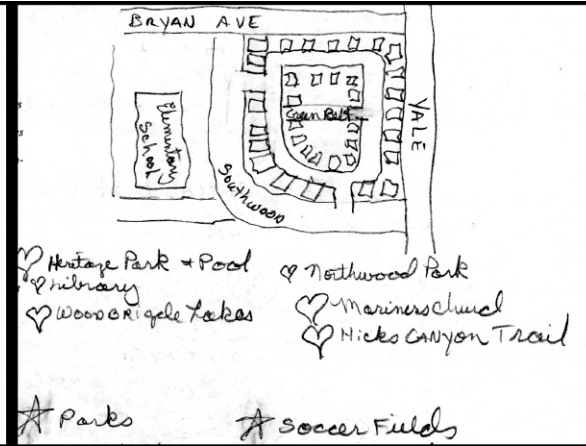
Ask: Student Participation

Response:

Civic

Community

Development

Eco-oriented

Chicopee's Factories

Park

River

Technology

Problem: Community faced with contentious decisions about their future

Topic: Allowing the community to build a shared goals platform

Question:

What are the shared goals and priorities of community members as they face tough decisions?

Method: Nominal Group technique (DelBecq 1971), SWOT analysis;

Delbecq, A. L., & Van de Ven, A. H. (1971). A group process model for problem identification and program planning. *The Journal of Applied Behavioral Science*, 7(4), 466-492.

Participation as sharing goals and ambitions

- Nominal Group technique (Delbeq, Van den Ven, Gustafson 1975)

- From individual goals and needs toward shared goals
  - Listening and clarifying one's position
  - Developing a list of shared goals

- Requires a script laying out all steps
  - 1 group leader
  - 1 transcriber
  - tables for groups of 4-6 people
  - a flip chart
  - markers
  - index cards
  - colored dots

Step 1:
Each group member lists their five most important goals for the community. This is done individually on index cards.

Given the summary of the listening and analysis presented to you, and your experience living in Westport, what do you feel is the most important action to take for the future of Westport?

Step 2:

After all the individual goals are listed, the small groups clarifies

and discusses each goal in a lively yet respectful exchange of ideas

Step 3:

After listing and discussing all the individual goals, each small group had to prioritize their goals, voting to create a list of only five goals.

GROUP #4

1. BUILD A COMMUNITY CENTER

2. MAINTAIN RURAL VILLAGE LOOK

3. ATTRACT FAMILIES

4. CREATE JOBS

5. FOCUS ON YOUTH INFRASTRUCTURE

Step 4:
The goals from each small group are presented to the whole group.
Unclear statements are discussed/ duplicates are removed.

Step 5:

Each participant is given 5 colored dots and asked to put one or more dots next to the goal that he or she identifies as most important

Goals are synthesized as the expression of a collective vision
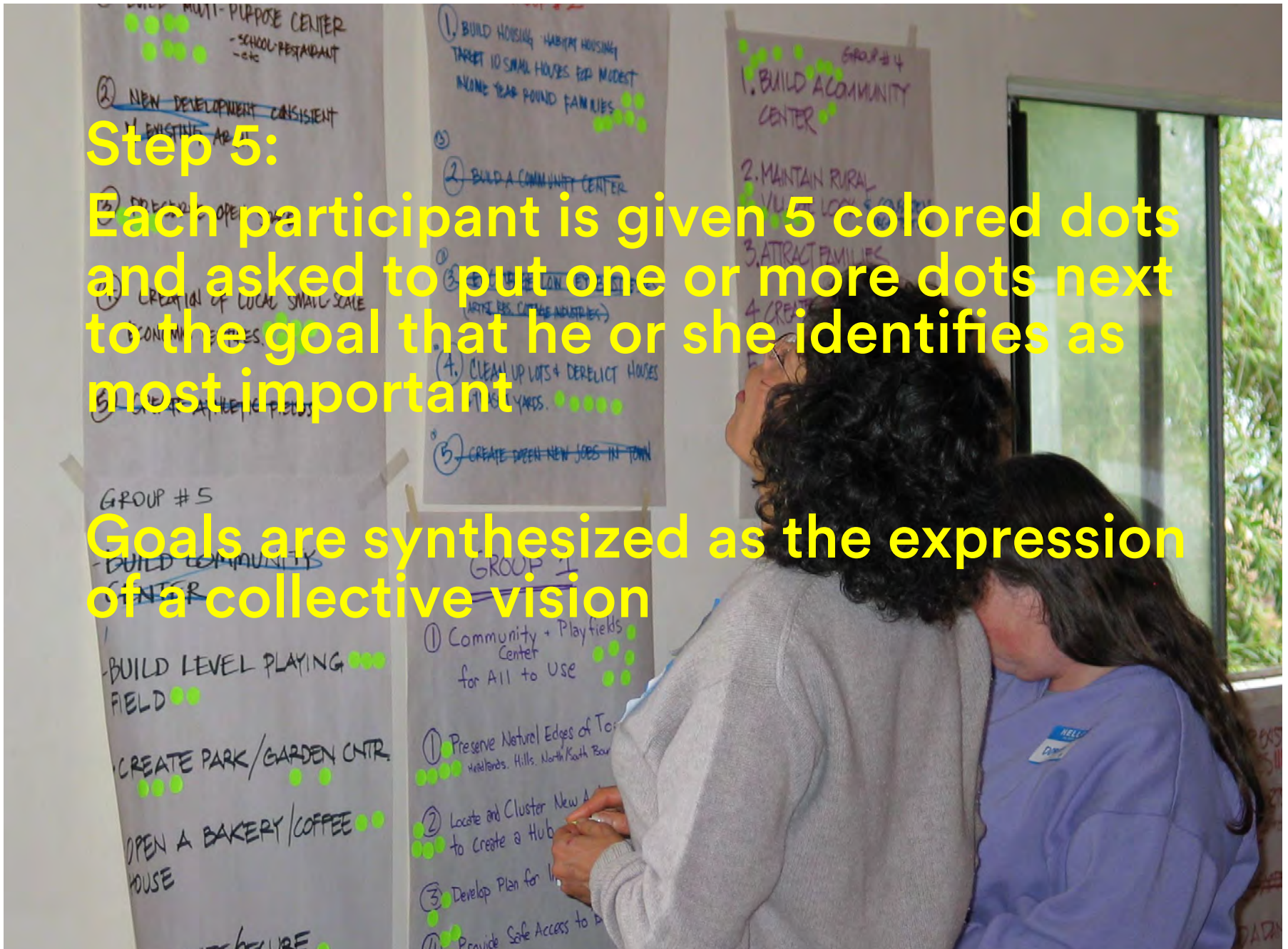
TOP GOALS

1. Build a Community Center
2. Maintain rural village look and consistent architecture
3. Build a multipurpose center
4. Preserve natural edges of town
5.a Make Community Center with playfields for all to use
5.b Create local, small-scale economic ventures
6.a Build a level playing field
6.b Cleanup lots, derelict houses and trashy yards
6.c Preserve Open Space
7. Create a park and Garden Center
8.a Open a bakery/coffee house
8.b Cluster new activities to create a hub

Finding consensus: vote with your feet

- An alternative to a NGT might be to ask people to 'vote with their feet'
- This may be useful in cases where a 'yes' or 'no' answer is needed

What works well

It may help to build community or 'break the ice'

What does not work so well

It may not show nuanced disagreement and does not lend itself well to show detail

Problem: Moving the community forward, envisioning new futures

Topic: Eco-literacy and environmental awareness

Question:

Which landscapes in a community have the most potential in moving the community toward better futures?

Method: landscape assets mapping

SWOT analysis

Case study 3

Zingonia UniverCity
Landscape assets mapping and
SWOT analysis

LETTURA DEL PAESAGGIO DI ZINGONIA

S.W.O.T.

Se ci uniamo tutti rendiamo Zingonia più bella e credibile

Il Mondo in un paese

Città multiculturale

Palace Hotel

Questa è ZingoGang

Poche Aziende

Ma molto buone Famose Superproduttive

Ricorda se Zingonia vuole qualcosa lo fa punto e basta

La forza di cambiare le cose

Siamo tutti uniti

Ci sono molte etnie

Dare troppo
Pochi provvedimenti

Edifici sporchi malsani e rotti

Fanno quello che hanno voglia senza rispettare le regole che ci sono qua

Edifici abbandonati

Far sembrare agli altri che Zingonia è un ghetto

S **W**

Opportunità di cambiare

Impariamo molte più culture

O **T**

I giovani

Tecnologia

Opportunità di conoscere gente nuova

La crisi

Spacciatori
Prostitute
ladri

Spacciatori prostitute

I politici

Omertà

Spacciano

Tecnologia

Vita che inizia vita che cambia per un paese e per gente pregiudicata

zingonia univercity

Lab. di ricerca sulla vivibilita'

6-13 dic 2014

Lab. di ricerca sulla vivibilita'

6-13 dic 2014

ZINGONIA
2050

by CHIARA F.

ZINGONIA
2050

by Juned

ZINGONIA È COME UN
LIBRO:

PIENO DI COLORI, PIENO DI PAURE E PIENO

DI SPERANZE.

IL PROBLEMA È CHE QUESTO LIBRO NON

È STATO ANCORA APERTO AL MONDO.

ZINGONIA
2050

Zingo Fun
Non ever paura di una cosa
Ola paura
Cinema   Peshe

by Perfect

Problem: Understanding a community's power flows and key players/gate-keepers

Topic: Power structures and power flows

Question:

Which relationships can we insinuate ourselves in? Who might be underserved/not listened to?

Method: Interviews/surveys

Power maps

Power mapping: mapping flows of power and being "tactical"

- Michel de Certeau, The Practice of Everyday Life. (University of California Press, 2002).
- Strategies: decisions necessary to achieved in order to reach goals (within established rules)
- Tactics: spontaneous decision made within established frameworks to overcome power structures

Chicopee Register

UNIROYAL/FACEMATE PROJECT UNDERWAY

First public meeting reveals complexity of undertaking

By Kathleen Mitchell
Staff writer

CHICOPEE - The first public meeting to inform people about the Uniroyal/Facemate redevelopment plan was held last week in the Central Branch Library.

City officials and many residents turned out to watch a slide show and presentation put together by RKG Associates, which showcased the 77 plus acre property, the old buildings that still remain on the site, the surrounding neighborhood, its proximity to the riverfront and the topography, which includes steep, terraced slopes and a rail line.

"It's a very complicated and expensive project which will take a long time to complete," said Economic Development Director Tom Haberlin. "We have already demolished buildings one through six and the city has assembled as much talent as possible to insure that every piece is uncovered." These include potential environmental hazards in the ground or buildings.

Mayor Michael Bissonnette said it won't be possible to come up with a blue-

Chicopee Register photo by Dave Henry of Sweetdogphotos.com
A scene from the recent demolition of six buildings at the Uniroyal/Facemate property site.

print until all sources studying the site have reported their findings. This phase of the study, which costs $250,000, is being paid for by federal Community Block Grant money.

Bissonnette said he wants all phases of the project to be visible and transparent and hopes the public will participate

Cornell students study potential use of site

By David Grant
Correspondent

CHICOPEE – Lee Pouliot, a native of Chicopee, is among five Master Degree candidates from Cornell University who have chosen the use of the old Uniroyal/Facemate properties as their final project in the school's Landscape Architecture program.

Pouliot, a 2004 graduate of Chicopee High School, said when the opportunity came up for the group to present a "parallel plan" to the contractors hired by the city, he jumped at the idea because it's personal.

"I grew up in Chicopee and that site has always been fenced off," he said recently at a public meeting hosted by the Historical Commission at the Bellamy House. "It's always been a mystery. No one ever talked about it. It wasn't something you talked about at school. So when this opportunity came up I thought it would be great to come home and do something here that would benefit the city." The team of graduate students, which include

MA State

State Court

EPA

Citizens
of Chicopee

UPS

MASS
Historic

City Council

MASS
Development

MA DEP
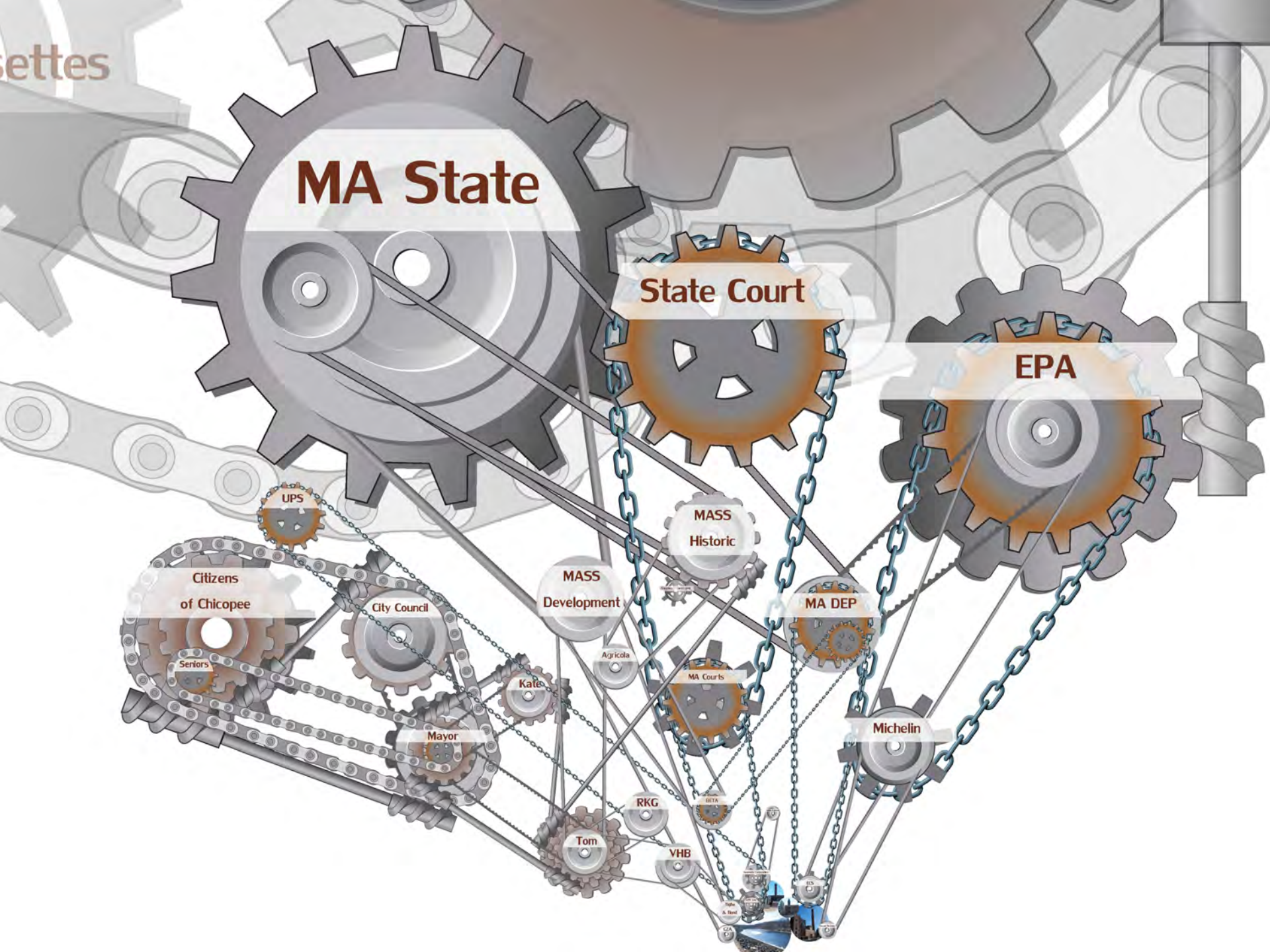
Seniors
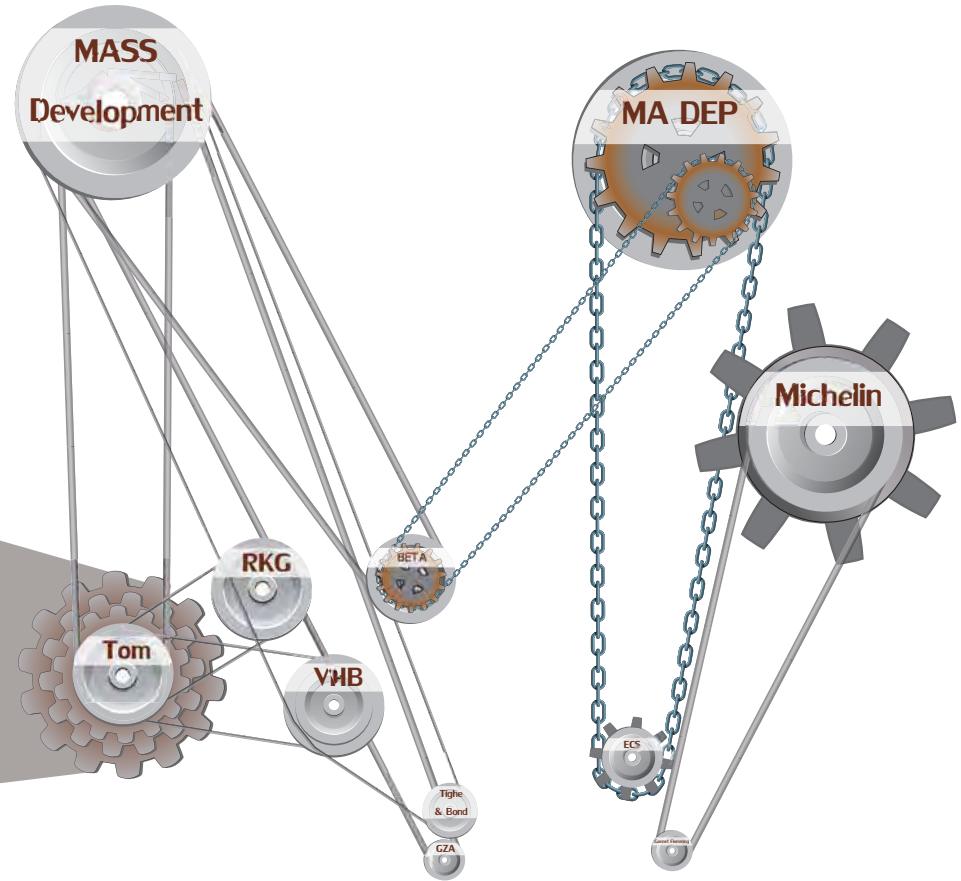
Agricola

MA Courts

Kate

Michelin

Mayor

RKG

BETA

Tom

VHB

Community Contacts

Tom Haberlin, AICP
Director of Economic Development

Problem: Understanding the insiders' and outsiders' perceptions of a community. Getting it right!

Topic: The unique assets of a particular community in terms of identity and feelings

Question:

What new qualities may be desirable and which might be inappropriate?

Method: Pictograms, On site 'intercept" surveys, Q-sorting

Participation as sharing goals and ambitions

- Pictograms: a stack of cards representing abstract qualities and feelings that fit/do not fit the identity of a particular locale

- The stack of pictures should be reminiscent of a feeling associated with the community, or feelings they would like/not like to see in the future

- Favor "abstract" images, to encourage people to go beyond needs and wants

- ROTA
- Ballet
- HALLEN ♥
- Jones ♥
- ferga
- Klatre stativet
- Stranda (På skulen)
- Klasserommet (Vårt)
- Krå/Herene (På skulen)

Minner om mjølkes

LIKER IKKJE

- skummelt hus med hundar
- bygger mange hus
- lukter ekkelt ved gardane
- gammel og skummel hytte nært Rota
  (skjult i skogen)
- Mjølner må bli finare

LIKER

- Rota
- Joker
- små båt havna
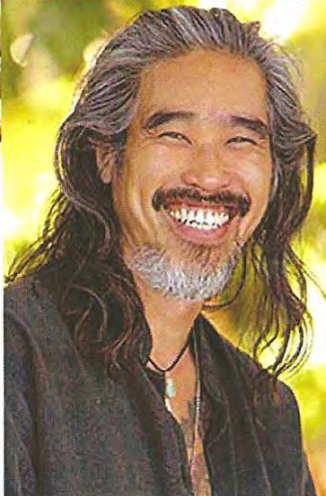- Fine hus
- Skulen
- Mjølner

- ROALD

Photo Survey

Businesses:

Methodology #6 – Photo Survey

People:

Photo Survey

Houses:

Photo Survey

Activities:

Photo Survey

Activities:

Photo Survey

Yard Art Elements:
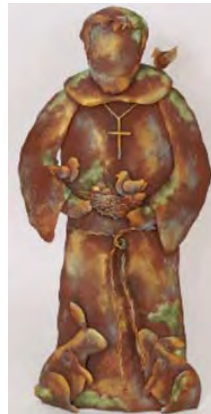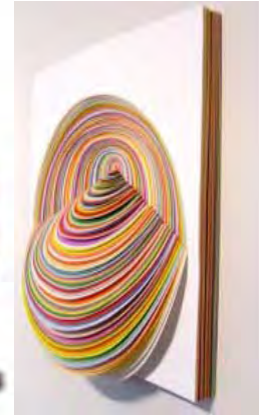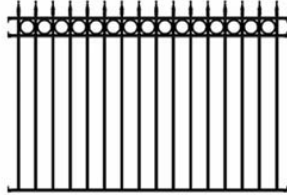
Photo Survey Results

NO: Too clean, too modern, too big, no room, too high-class of shopping, not the style

"NO"

Photo Survey Results

"YES"

Photo Survey

Conclusions for what the area *IS*:

- Small houses with strong personal expression
- Community businesses
- Diversity of people
- Imperfectness
- Colorful
- Grotesque artwork
- Creative Recycling

Problem: Testing alternative change/design scenarios

Topic: Sharing possible design alternatives; prioritizing interventions

Question:

How can design be made operational?

Method: design game, the community design project; Place-IT process, The Design Buffet

DESIGN

GAMES

A practical guide to
design problem solving,
using techniques that
involve users in
decisions, helping them
to grasp complex
environmental
relationships, thus
enabling them to develop
solutions which are
responsive to basic
human needs.

Playing for Keeps
with Personal and
Environmental Design
Decisions

keeps

45 minutes (handwritten)

Knowledge of Emerging ■ *Environmental Preservation Strategies*

(handwritten notes)
1. VALUE CLARIFICATION — small groups
2. DIFFUSION OF AGGRESSIVITY — rules
3. VISUAL assessment as a method

DESIGN GAMES 1970   SYMMETRY OF DIFFERENCE

KEEPS is a game designed to provide groups interested in preserving the many environmental qualities unique to older neighborhoods, districts and towns with an understanding of the strategies open to them. Organizing and planning for the preservation of the qualities your group has identified as important, relies upon the consideration of:

—The environmental qualities your group seeks to develop.
—Your goals.
—The type of strategies your group can realistically use to accomplish your goals.

To begin, each player selects from the goal list provided, no more than four goals that seem to be important in developing the environmental qualities your group has decided upon. When making your initial selections, brief notes should be made justifying each choice. When all the members of your group have made their goal choices, the individual lists are pooled.

Through negotiation the group must choose a total of four goals, with the additional constraint that the four statements must be incorporated into a unified conservation program. Players are urged to forcefully support their individual choices, even if other members of the group differ.

Discussion should continue until group members persuade or are persuaded to include four goals that reflect the groups priorities. This may require considerable discussion.

When consensus is reached the group should enter its choices on the record sheet.

Next, using the strategies list, each player should individually select no more than four implementation strategies that can be used to effectively accomplish each of the goal choices. Work through each goal completely before starting a new one. And, keep in mind that some strategies may relate to more than one of your goal choices. After all members of your group have made their strategy selections, pool your lists and negotiate on your final group selections. As before, players are urged to persuade the total group to include their own particular selections. Your complete record sheet now contains the framework of a collaboratively generated conservation program. Combine the results of all the working groups and use these as a framework for future discussions and actions. Remember, the future is up to you . . . and KEEPS is what we are playing for.

GOALS

—Preserve historically significant sites, landmarks, objects, and buildings.
—More public and private involvement in decisions which could alter the character of the area.
—Heightened public awareness to the area's unique physical character.
—Optimal use, or re-use of sites in the area.
—Preservation of the neighborhood's visual characteristics.
—Influence public and private investment for the good of the area.
—Neighborhood development which is compatible with the long range objectives for town development.
—Public awareness to the area's historic resources.
—Preservation of neighborhood social cohesiveness.
—Maintenance and upgrading of properties.
—Increased public participation in the development of the area.
—Influence neighborhood improvement programs in other parts of town.
—Control of growth and development in the area.

STRATEGIES

—Encourage property owners to increase property maintenance.
—Encourage civic organizations to clean up, or maintain sites.
—Offer preliminary architectural services to businesses and individuals interested in developing sites.
—Encourage private planting programs.
—Move some historically significant building to infill a key unoccupied site.
—Encourage pedestrian activities in key areas by petitioning for walkway improvement programs.
—Contact other organizations that have initiated similar projects for advise.
—Have an area wide 'planting day.'
—Develop detailed design guidelines to maintain a consistent area image.
—Organize for bulk purchase of materials.
—Acquire public agency support.
—Encourage the demolition of buildings that are hopelessly beyond repair.
—Use local media sources to obtain issue visibility.
—Look into the possibility of federal and state grants.
—Lobby for zoning changes which can insure the implementation of your goals.
—Purchase and restore key buildings and sites to 'period authenticity'.
—Sponsor continuing area wide 'clean up day' programs.
—Identify and evaluate historically significant buildings and sites.
—Purchase, rehabilitate, and adaptively reuse significant buildings and sites.
—Develop property easement programs and standards.
—Put utilities underground.
—Purchase, rehabilitate and sell.
—Purchase, rehabilitate and rent.
—Control of outdoor advertising.
—Develop a revolving fund.
—Tree planting and maintenance of publically owned property.
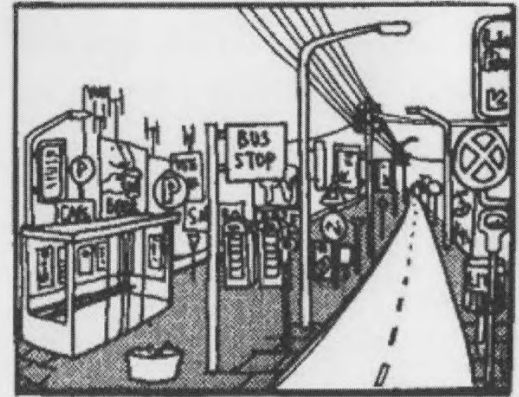
The cartoon above is a story about changes that have occured through the years in an imaginary town (not unlike your own). Organize into groups of three to five players. Then, as a group, discuss and list on your record sheet the qualities and characteristics that were lost through the process of change. Try to be as specific as possible; include only those qualities that your group agrees upon.

ENVIRONMENTAL QUALITIES:

IDENTITY

CENTEREDNESS

EYES ON THE STREET

COZINESS

IMAGEABILITY

RICH

MEMORABLE

WELCOMING

CLEAN AIR LIVABILITY

WALKABILITY

CALM TRANQUIL - VILLAGE LIKE

SENSE OF COMMUNITY

RECORD SHEET

to record goals and for each goal three strategies
are defined

PROTECTING VALUED SITES/BUILDINGS
PRESERVE THE "VILLAGE
1 SENSE OF PLACE"   IDENTIFY AND EVALUATE SACRED STRUCTURES
                        PLANNING PROCESS THAT UNCOVER VALUE.

2 INCREASE PUBLIC
PARTICIPATION IN THE AREA INVENTORY OF EXISTING GROUPS
                        BEATIFICATION PROGRAM

3 CONTROL GROWTH &   GUIDELINES
DEVELOPMENT   HISTORIC REGISTER

4 PROTECT
VILLAGE ASSETS

135

Case Study

Medford's Hawthorne Park and the Community Design Project

Hawthorne Park Overview

Thank you for your interest in the Hawthorne Park Master Planning process. The city of Medford has teamed up with Group Mackenzie, an interdisciplinary design firm, to try and develop a vision for this historic park.

Located in central Medford, sitting right along Bear Creek with easy access to residential neighborhoods, local businesses, and the Greenway Trail, Hawthorne Park provides a unique setting for what will be a vibrant and active open space. Your input will help Group Mackenzie and the City of Medford move forward in this process, and will encourage a sense of identity for this important park.

Remember to please join us for the next public meeting located at:

The American Red Cross
60 Hawthorne Street
Directly across from Hawthorne Park
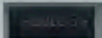At 5:30 on June 28th

Please click an option, below:

View and Download the Details About the Project

Review the Different Proposals for the Project

Discuss and Communicate About the Project

Proposal #1

Proposal #2

Online Survey

Questions: Best....	Proposal #1	Proposal #2	Proposal #3
Aquatic Center	59	83	56
Flexible Lawn Space	89	48	72
Playground	58	95	57
Paths	72	84	53
Athletic Courts	76	101	34
Dog Park	94	74	39
Parking Lots	53	74	81
Splash Pad	68	85	54
Total Votes	**421**	**513**	318

Public Survey

Which Proposal Do You Prefer?	Proposal #1	Proposal #2	Proposal #3
Total Votes	**2**	**12**	0

CASE STUDY

The 'PLACE IT' participation method

PLACE IT!

SERVICES:

INTERACTIVE WORKSHOPS

Place It! can come to any class or event and lead an interactive workshop in which the participants build their own individualized, small-scale models. Participants are given access to an array of materials and building blocks with which they are challenged to come up with a three-dimensional vision of their ideal city. The workshops are an opportunity for individuals to think critically about spatial organization and urban space and how these elements affect their everyday lives. The workshops can also be a starting point for helping your group formulate more concrete planning policy and design recommendations.

> GALLERY OF WORKSHOPS

> BACK TO SERVICES

PLACE IT!

SERVICES:

MODEL INSTALLATION

This is an excercise in which we come and build a small- or large-scale replica of a collection of streets, topographical features, and key points of interest in your community. This grouping of places then serves as a three-dimensional base map upon which you the participants can add, subtract, or combine buildings and structures. As there are no rules, the model will evolve over time, depending on who is participating at a given moment, and how they envision the city evolving. The model can be a permanent or temporary installation.

> GALLERY OF INSTALLATIONS

> BACK TO SERVICES

©PLACE IT! 2014

Case study

Jeff Hou's 'design buffet
Seattle's International District'

Voter Comments

Design 1	Design 2	Design 3	Design 4	Design 5
Like the idea of water but maybe park is too small, and open grass areas.	Like the dragon and how it squirts water although sad the ying and yang is gone.	Most favorite, but concerned about the large rocks as potential play equipment	Dragon path is a good addition. A variety of levels. Focused mostly on kids.	Like how they kept the original dragon in grassy and accessible area open space.
Open space- very visible, not many hidden corners, good sitting of trees/ vegetation in this light.	The sculptural dragon pieces throughout was a fun traditional play item and want to see the bronze sculpture incorporated.	Has variety and open to everyone. Many areas for games, the entrance gave a sophisticated feel	Water feature was enjoyable to see	Didn't like.
Water feature is great! Move the dragon so kids can continue to climb on it.	A good representation/ symbolism of ID and has an enchanting feelings. Like the placement of the dragon and nice covered area.	Most favorite	Like a lot of trees and benches, and a big space for children to play	Like the amount of trees
The concept of layers and the dead tree look?	Have some Chinese aspect, can relate to the Great Wall of China	Nice design	Clear view, beautiful look, and good feeling because of fresh air	Like it because it's simple
Like the diversity of vegetation	Love the activity of this style	Dragon and the glass trailers	A lot of space for activities	The movie idea and telephone
Lots of lighting, barricade from escaping	Like the dragon that connected many parts fit for all seasons.	Good for adult when they're tired to see their grandchild place	Something cover for exercise, and a lot of trees, fresh air	Love the design of dragon and the movie idea is awesome
Still maintains central place of play/ fun for children	Good nice Chinese cultural structure	Because it still have like Chinese/ Asian stuff in the park	Provide a direct view into and out of the park	Budget is balance
Increased lighting with reference to other art installation in the neighborhood.	Design was interesting, pervious surfaces absorbing rainwater and less run-off. Simple use of mostly native plants	Like the trails and it's very creative, looks like the great wall of China	Everything is in the appropriate place	Made me think about the importance about elder!
Not memorable.	I like the fence open and the tree	Very nice and cute	Good use of open space and structure (playground) positioning	Movie wall is great idea (although concerned about graffiti)
Love this style because it's simple.	Integrated multi-functional dragon	Kids can have fun		
Nice siting of George Tsutakawa sculpture as a feature of the park	Three cheers for the multi-functional dragon plus the open design & accessibility.	Place for adult and children to be at. Adult can sit, children can play	Made the design feel more safer for the people around the community	It kept some existing vegetation
	Chain of fun activities is great! A little bit too open though.	It looks nice and made people feel comfortable	It looks pretty, but I think all of them cannot be in the real one	
	I like the slide and the whole park	Love the Mobius	I like the flow through the park (dragon path)	
	Most interactive for youth and more comforting for elders, it is also simple.			

Comment Analysis

Positive Feedbacks:

	Number of Votes
Balanced budget	
Circulation	
Cultural representation	
Entrance	
Feel safe	
Keep the dragon sculpture	
Kid's play/activities	
Layout	
Lighting	
Lots of trees	
Movie Wall	
Multigenerational use	
Native plants	
New dragon	
Open area/lots of space	
Open edge	
Pervious surface	
Simplicity	
Vegetation	
Visibility	
Water feature	

Negative Feedbacks:

Concern about large rocks for play	
Displaced dragon sculpture	
Missing ying-yang	
Too many elements	
Too open	

0 1 2 3 4 5 6

Key

Number of Votes

Design 1 (red) · Design 2 (blue) · Design 3 (orange) · Design 4 (green) · Design 5 (black)

WHICH METHODS WOULD YOU CHOOSE TO ENGAGE YOUR COMMUNIT-Y(IES) IN RESOLVING LANDSCAPE DEMOCRACY CHALLENGES?