

MAKING COMMUNITY DESIGN WORK

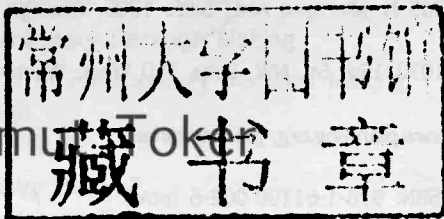
A GUIDE FOR PLANNERS

Umut Toker



MAKING COMMUNITY DESIGN WORK

A GUIDE FOR PLANNERS



American Planning Association
Planners Press

Making Great Communities Happen

Chicago | Washington, D.C.

*For my family – my sister, Sıdıka Mine Toker; my mother,
Nedret Toker; and my father, Mithat Toker*

*In loving memory of my grandparents Sıdıka Toker, Ömer
Toker, Türkan Usta, and Osman Usta*

Copyright © 2012 by the American Planning Association

205 N. Michigan Ave., Suite 1200, Chicago, IL 60601-5927

1030 15th St., NW, Suite 750 West, Washington, DC 20005-1503

www.planning.org/plannerspress

ISBN: 978-1-61190-002-6 (pbk.)

Library of Congress Control Number 2012930446

Printed in the United States of America

All rights reserved



American Planning Association
Planners Press

1030 15th St., NW, Suite 750 West
Washington, DC 20005-1503

© 2012 American Planning Association

List of Figures

2.1. Visual summary of the stages of community design and their nonlinear progression	17
3.1. Modernist residential blocks in London and San Francisco	29
3.2. The Garden City concept	31
4.1. Poster designed for outreach for the City of Delano, California, Strategic Plan development process	55
4.2. Bilingual outreach flyers from the Downtown Morro Bay, California, Enhancement Plan development process	58
4.3. Outreach booth at a farmers market during the Downtown Morro Bay, California, Enhancement Plan development process	61
4.4. Outreach flyers and posters from the Downtown Delano, California, Concept Plan development process	63
5.1. The “V” process of community design	66
6.1. Record from the awareness camera method	80
6.2. Awareness camera exercise during the Downtown Morro Bay, California, Enhancement Plan development process	81
6.3. Cameras from the Madera County, California, Avenue 12 Concept Plan development process	82
6.4. Facilitators from a community design team	84
6.5. Sample wish poem and have poem instruments	86
6.6. Wish poem and have poem summary findings for the Downtown Soledad, California, Urban Design Plan project	87
6.7. Sample PARK instrument	89
6.8. Sample prioritization sheet for an individual participant	92
6.9. Using dot stickers in the Downtown Soledad, California, Urban Design Plan process	94
6.10. Sample strategy identification instruments	96
6.11. Sample action planning instrument	97

6.12. Instruments and a typical outcome of the images-of-life method	100
6.13. Community members using a planning game kit	101
6.14. Sample design game kit icons and community members playing the game	103
6.15. Survey used for street lighting selections in Madera County, California	105
6.16. Visual preference survey question	106
6.17. Poster used for alternative selections in Madera County, California	107
6.18. "Best fit slide rule" instrument for San Luis Obispo, California (based on Sanoff 1979)	108
6.19. Hand-rendered conceptual diagram developed for a small site and computer-rendered conceptual diagram summarizing options for downtown Delano, California	109
6.20. Freehand rendering and one developed with three-dimensional modeling and image editing software	110
6.21. Existing conditions and altered version of an urban context to communicate proposed changes	111
6.22. Computer-based three-dimensional model of downtown San Luis Obispo, California	112
6.23. Still shots of a local community in 2008 and 2050	114
7.1. Plan van used in Delano, California	124
8.1. Existing conditions in San Francisco's SOMA district; right: implications of plan goals and strategies for that area	133
8.2. Delano, California: its location, its downtown, and the project area	136
8.3. Project timeline introduced to the participants	138
8.4. Participants touring the project area during the awareness camera exercise	138
8.5. Goals and strategies for the future of downtown Delano as identified by participants	140
8.6. Participant presenting one of the "ideal downtown" schemes	141
8.7. Conceptual diagram for downtown Delano	141
8.8. Before-and-after three-dimensional visualization to demonstrate design implications	142
8.9. Morro Bay, California: its location, its downtown, and the project area	144
8.10. Booth set up for the project at the Morro Bay downtown farmers market	145

8.11. Summary of findings from the PARK exercise in Morro Bay	147
8.12. Participants presenting their “ideal downtown” scheme	148
8.13. Summary of photographs taken during Morro Bay awareness camera exercise	148
8.14. Student-generated conceptual diagrams with accompanying design concepts showing three alternatives developed in the first community workshop of the Downtown Morro Bay Enhancement Plan Project	149
8.15. San Francisco, 4th/5th Streets SOMA Study project area	152
8.16. Visual summary of plan ideas developed for TODCO’s 4th/5th Streets SOMA Study	153
8.17. Plan ideas visualized for TODCO: increased densities, adaptive reuse, and midblock alleyways with landscaping	154
9.1. Proposed density changes on an urban corridor visualized through three-dimensional modeling	159
9.2. City of Delano Strategic Plan: project location and city limits	162
9.3. Plan van, sample of icons used in the planning game, and Delano residents playing the game	163
9.4. Madera Ranchos, California: its location and the project area	166
9.5. Madera Ranchos wish poem and have poem	167
9.6. Poster on traffic-calming measures and survey on vegetation options	169
10.1. The Central Texas region: the Austin metropolitan region and Bastrop, Caldwell, Hays, Travis, and Williamson counties	177
10.2. Brevard, Lake, Orange, Osceola, Polk, Seminole, and Volusia counties in Central Florida	180
11.1. Spring Lake, North Carolina: its location, the project site, and the existing building	187
11.2. Design game prepared for community workshop	189
11.3. Participants playing the design game, a participant presenting his team’s proposal, and one of the team’s plan layouts	190
11.4. Feedback form that was mailed to community participants	191
11.5. Proposed floor plan and poster display prepared for the community	192
11.6. The Pueblo of Laguna and the project site	194
11.7. One of the group spokespeople presenting a layout and one of the plan layouts	195

11.8. Proposed floor plan for Laguna Child and Family Development Center	197
11.9. Overall massing with Head Start entrance in front; overall massing with Early Head Start classrooms in front; classroom-transition space-outdoor play area interface and the Head Start entrance; and a courtyard in the Head Start area	198
12.1. A “parklet” in San Francisco	201
12.2. A community garden in San Luis Obispo, California	202

Unless otherwise indicated, the photographs, graphics, models, and renderings are by the author.

List of Tables

6.1. Comparative analysis of community design stages, methods, and instruments	109
6.2. Sample proposal document outline	113
7.1. Comparative analysis of community design activity formats in respect to organization, timing, and spatial arrangement	124-25

Acknowledgments

I would like to thank the following individuals who made this book possible. I am grateful to Henry Sanoff for his constant guidance and trust throughout my career. I thank Bill Siembieda and Hemalata Dandekar for their support. I would like to thank Denis Gray for his mentorship and his continuing support. I thank Whit Blanton and Frederick Steiner for spending time to talk with me about their experiences in community design. Finally, my special thanks go to APA Planners Press editor Timothy Mennel, for his continuous support and encouragement throughout the writing process.

Special thanks go to the cultural practitioners and local community groups who have sought to grow the cultural sector in Portland as a means of increasing economic vitality and social well-being. While developing plans to foster growth in the arts and culture, the author has found it to be a very long and work-intensive endeavor, and growth in the sector since our last appearance has proved to be a strenuous but rewarding effort. Although participatory decision making in planning and design requires specific techniques and thus commitment, it yields outcomes that are well-tailored to the needs and wishes of their inhabitants.

This book is a guide to the participatory planning and design of the built environment in various contexts. Its goal is to provide a concise but comprehensive overview of community design for professional planners, designers, and students, as well as volunteer-minded designers. The book accomplishes this goal through four parts. In Part 1, the history of and social motivation for community design are presented. Part 2 features an entry to the process of participatory decision making in planning and design. In Part 3, conventional and contemporary community design methods are compared, and some applications are introduced. Finally, Part 4 focuses on ongoing community design processes and outcomes in the built environment of four scales: urban, community, the entire town or city, regional, and the individual who acts as a guide or designer. Examples of applications in communities of various sizes are provided to demonstrate the concepts discussed.

Introduction

Throughout history, people have shaped their built environment to benefit their individual and community lives. Deliberation over how to shape the built environment is embedded in our past. At different times and in different contexts, however, the participation of different groups in this process has ranged widely.

With the increasing complexity of issues surrounding human settlements, especially in the second half of the 20th century, participatory planning and design today occupies a central place on the agenda of many community groups and institutions. Political governments and built environment professionals have sought to generate technical solutions to problems of accommodating increasing populations and related urban issues, while developing ways to involve people in decision making about the environments in which they live and work. Involving individuals and groups in decisions about their built environments has proved to be a strenuous but rewarding effort. Although participatory decision making in planning and design requires specific techniques and time commitment, it yields environments that are well suited to the needs and wishes of their inhabitants.

This book is a guide to the participatory planning and design of the built environment at various scales. Its goal is to provide a concise but comprehensive overview of community design for professional planners, designers, and students in built environment-related disciplines. The book accomplishes this goal through four parts. In Part 1, the history of and social motivation for community design are presented. Part 2 focuses on steps in the process of participatory decision making in planning and design. In Part 3, conventional and contemporary community design methods are examined, and some applications are introduced. Finally, Part 4 focuses on applying community design processes and methods to the built environment at four scales: urban, community (the entire town or city), regional, and the individual site, such as parks or buildings. Examples of applications in communities of various sizes are provided to demonstrate the concepts discussed.

Although this book is intended primarily for professionals and preprofessionals working in city and regional planning, architecture, and landscape architecture, the concepts, processes, and methods are presented in lay rather than discipline-specific language to the extent possible. This way, those receiving planning and design services may also find it a resource in working with professionals providing services. Those outside the ambit of the profession are encouraged to review the material in Chapters 4, 5, and 6 in particular and to apply it to the advantage of their projects.

Contents

List of Figures	vii
List of Tables	x
Acknowledgments	xi
Introduction	xiii
Part 1: History and Social Motivation	1
Chapter 1. Working with People for Their Future	3
1.1. The Concept of Participatory Decision Making	4
1.2. The Legal Background of Participatory Decision Making in Planning and Design	7
Chapter 2. What Is Community Design? Objectives, Stages, and Outcomes	9
2.1. What Is Community Design?	9
2.2. Objectives of Community Design	11
2.3. Stages of Community Design	13
2.4. Outcomes of Community Design	18
2.5. Community Design: Main Principles	19
Chapter 3. Community Design: Origins, Development, and Current Views	23
3.1. Grassroots Movements	23
3.2. Prominent Pre-1960s Planning and Design Ideas	25
3.3. Community Design: The Beginnings	33
3.4. Community Design and Its Transformations	38
3.5. The Contemporary Community Designer: Accommodating Multiple Parties	40

Part 2: The Community Design Process	45
Chapter 4. Initiating the Participatory Planning and Design Process	47
4.1. Constructing the Participatory Framework	47
4.2. Identifying Tasks and Instruments	51
4.3. Outreach	53
Chapter 5. The “V” Process: From Project Objectives to Plan Proposal	65
5.1. Preliminary Exploration—Knowledge Acquisition	67
5.2. Goal Setting	68
5.3. Strategy Identification	69
5.4. Action Planning	71
5.5. Connecting Decisions to Planning and Design Outcomes	72
Part 3: Community Design: Methods and Applications	75
Chapter 6. Methods and Instruments for Community Design Activities	77
6.1. Methods and Instruments for Preliminary Exploration	78
6.2. Methods and Instruments for Goal Setting	83
6.3. Methods and Instruments for Strategy Identification	94
6.4. Methods and Instruments for Action Planning	95
6.5. Methods and Instruments for Physical Planning and Design Decision Making	98
6.6. Emerging Visualization Techniques for Community Designers	108
6.7. Finalizing the Plan or Design Proposal and Developing the Proposal Document	112
Chapter 7. Community Design Activity Formats	115
7.1. Workshop and Meeting Formats	115
7.2. Informal Formats	121
Part 4: Community Design Scales	127
Chapter 8. Participatory Decision Making at the Urban Design Scale	129

8.1. Project Description and Project Area Identification	130
8.2. Formats and Methods for Identifying Goals, Strategies, and Actions	131
8.3. Digital Applications in Municipal Urban Design Decision Making	132
8.4. Translating Process Outcomes into Urban Design Decisions	134
8.5. Case: Downtown Delano, California, Concept Plan	135
8.6. Case: Downtown Morro Bay, California, Enhancement Project, Phase I	143
8.7. Case: San Francisco, California, 4th/5th Streets SOMA Study	150
Chapter 9. Participatory Decision Making at the Community Planning Scale	155
9.1. Project Description, Identification of Participants, and Outreach	156
9.2. Formats and Methods for Identifying Goals, Strategies, and Actions	157
9.3. Digital Applications in Community Plan Decision Making	158
9.4. Case: City of Delano, California, Strategic Plan	160
9.5. Case: Madera Ranchos, California, Avenue 12 Concept Plan	164
Chapter 10. Participatory Decision Making at the Regional Planning Scale	171
10.1. Project Description and Developing an Outreach Strategy	172
10.2. Formats and Methods for Identifying Goals, Strategies, and Actions	173
10.3. Methods for Involving Large-Scale Communities	174
10.4. Case: Envision Central Texas	176
10.5. Case: "How Shall We Grow?" Central Florida's Visioning Process	179
Chapter 11. Participatory Decision Making at the Site-Specific Design Scale	183
11.1. Understanding Client Needs and Program Development	183
11.2. Conceptual Design, Design Development Methods, and Acquiring Feedback	184
11.3. Design Development	185

11.4. Case: Sandhills Family Heritage Association Community Center, Spring Lake, North Carolina	186
11.5. Case: Laguna Child and Family Development Center, Pueblo of Laguna, New Mexico	193
Chapter 12. Community Participation in Planning and Design: Future Steps	199
12.1. Community Design, Physical Planning, and Design Issues	199
12.2. Community Design and Social Issues in the Information Age	203
12.3. Community Design and the Environment	205
12.4. The Future of Community Design Methods	206
References	209
Index	213

PART 1 with People for Their Future

History and Social Motivation

Part 1 of this book introduces the historical background of and social motivation for current trends in community design. Chapter 1 explores the concept of participatory decision making and reviews the legal background that has prompted the turn to participatory decision making in planning and design. Chapter 2 introduces the objectives, stages, and outcomes of community design. Chapter 3 looks back to the origins of community design in the grassroots human-rights movements of the mid-20th century and forward to the role of social forces in fine-tuning participatory design practices and the role of the community designer.

1 Working with People for Their Future

It is pragmatically and psychologically beneficial for people to shape their environments to benefit their individual and community lives. In the case of a house, pragmatic concerns such as privacy or room proximity could define the benefit. In the case of a neighborhood, the location of commercial services in relation to major circulation axes could benefit all residents and business owners. In antiquity, people found efficacy in locating a temple dedicated to the veneration of a deity in a spot considered sacred.

The individual and community benefits to be derived from shaping the built environment, especially the urban environment, have usually accrued to those in power, however. In ancient Greek cities the agora, the city square where male landowners (but not slaves or females) gathered, would be situated prominently for exchange of political information and commercial goods. In cities of the Roman Empire, the building and location of stadiums, public baths, and other civic structures were understood to be part of the incumbent emperor's display of power. The medieval cities of Europe were not very different. While the ruling class and important personalities were centrally located in cities, sometimes residing in fortified structures for protection, field laborers usually had to work outside the walls of the city to grow food crops. From antiquity to the present day, moreover, uprisings by people against power have always included attacking the physical structures that symbolized and upheld the social system people were fighting against.

In the 19th and 20th centuries, the social and political implications of shaping neighborhoods and cities were more complex. In 19th-century Paris, the shaping of streets and plazas was influenced by efforts to minimize uprisings against the emperor while generating visual axes that reified grandiose governmental power. Perhaps one of the most dramatic examples of the shaping of urban environments is Berlin, where for decades, families and neighbors were separated by a wall and lived under two different political regimes. In one of the most celebrated episodes of people expressing their wishes concerning the built environment in which they live, the Berlin